

NOV 7 1952

BUSINESS ADMINISTRATION
LIBRARY



Can Cadillac Keep the Lead?



General Manager Ahrens: He'd make 20 million wanters wait.

Can He Lick Fair Trade Again? Page 52.

Solved: Mystery of \$400 Deficit. Page 46.



NOV 7 1952

Pattern and/or Plain?



How many patterns can be used together in the same room . . . requirements for combining patterns . . . what pattern to use, and where . . .

These questions most frequently asked—are authoritatively answered in one of the nation's leading family service magazines, October issue. The publication has little circulation in decorators' ateliers, cafe society, or Park Avenue penthouses... but has deep penetration of the best class audience in the U. S.! The magazine is **SUCCESSFUL FARMING**...

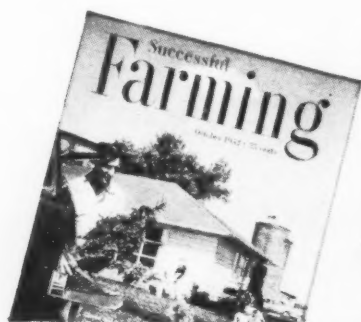
Peak prosperity in agriculture has given the nation's best farm families billions in cash and in checking accounts . . . made a vast market for new homes, remodelling and redecorating . . . rugs and room suites, draperies and decorations, furniture and furnishings.

Today the best farm homes exhibit a color consciousness, taste for texture, use of the new materials . . . and home standards which par that of the best suburbs! And it's hardly surprising—because farm income is often higher!



The best of this new market is best reached by **SUCCESSFUL FARMING**! Concentrating approximately a million of its 1,200,000 circulation in the 15 Heart states with the best soil, largest property investment, highest yields and incomes, **SUCCESSFUL FARMING** gives potent penetration where general publications spread thin—is needed to balance any national advertising effort... merits preferred position when planning 1953 schedules! Ask the nearest SF office for full facts!

MEREDITH PUBLISHING COMPANY, Des Moines... New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.





5,587,000 pies are baked each month on "McCall Street!"

The aroma of heavenly cooking tells you that good things are happening in the more than 4,200,000 kitchens of "McCall Street."

No wonder. Anyone who can read can cook—*cook successfully*—by McCall's clear, easy-to-follow, fool-proof recipes.

Naturally, grocery store cash registers ring merrily on "McCall Street." To the tune of \$3,500,000,000 last year!



McCall St.

...where more than 4,200,000 families live and shop

he sold an idea to the world

His entire life a portrayal of *thought before action*, Thomas A. Edison gave light to the world through a new concept of constructive planning. To-day, in business, sound planning for direct advertising is the vital starting point. It determines the resultfulness and the ultimate cost of the effort.

Careful, intelligent and production-wise preparation of advertising is part of James Gray's "one-stop" service to large and small mailadvertisers.

When you need powerful ideas, copy and layout with or without mechanical reproduction, call Gray!



James Gray Inc.

IDEA MEN * LITHOGRAPHERS
LETTERCRAFTSMEN * PRINTERS

216 E. 45th St., New York 17, N.Y.
MUrray Hill 2-9000

Sales Management

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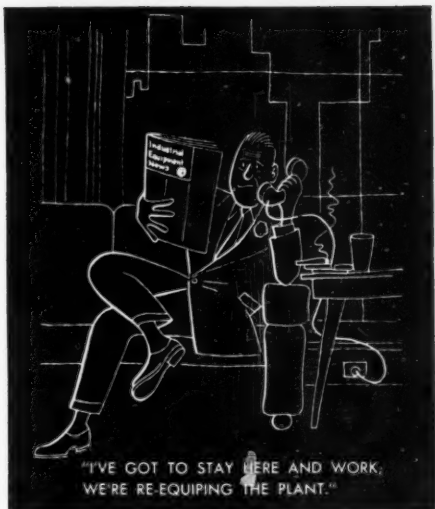
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Product information for
product buyers

Shopping in Industrial Equipment News in an important monthly need and opportunity among 61,498 plant officials.

You can't turn out the right end product unless you have the right equipment, parts and materials. So the search for improved products never ends. And IEN is indispensable to selectors, specifiers, buyers and users.

Every month IEN describes more than 1,100 new and improved products, knowledge of which has cash value to the firm and to the man who finds better products.

Who buys? Who sells?

Of IEN's 65,858 monthly distribution, 61,498 copies go to active officials with buying responsibilities in 38,000 highly productive plants; to government agencies and consulting firms; 56.91% rated \$1,000,000 and over; 85.81% above \$100,000.

35.73% of these officials are production and plant operating men; 31.41% are engineers; 18.35% are administrative; 9.15% purchasing officials. More than 90% have sent written requests for IEN. 95.7% indicate they use IEN for finding and buying.

Our first advertiser hasn't missed an issue in 19 years. And to a great many others a 12-time schedule in IEN is a yearly fixture...first on the list. Where else can you buy a year's 12-time, all-state, all-industry campaign of such breadth and penetration for \$150 a month, \$1,800 a year?

TO HELP YOU SELL, ASK FOR:

1. The IEN Plan
2. How to write a product news release
3. How to prepare the most productive ads
4. How to cash in on inquiries
5. NIAA Report
6. CCA Audit

Industrial
Equipment
News



Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.



this is no
HARE
*today-and-gone-
tomorrow market!*

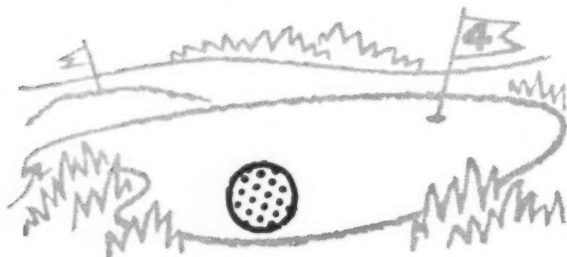
PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING

More display space per \$ on Super-Size page...
More attentive readership with news-and-picture
features, thru-the-book format... Stronger selling
impact on **MORE** important buyers of Packages
and Packaging Machines—Supplies—Services...
15000 (CCA) **ALL-BUYER** circulation.



**HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.
NEW YORK 17—101 PARK AVE. • WEST COAST—McDONALD-THOMPSON**



some spots are better than others

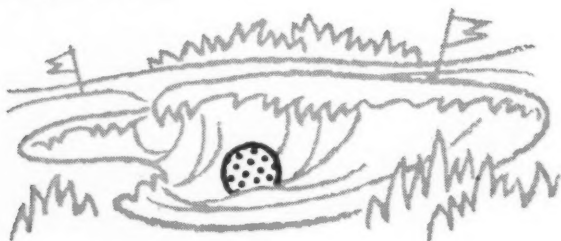
In Los Angeles, KNBH TV spots give you quickest sales results. Food advertisers are scoring sensationally with integrated commercials delivered by famous Chef Milani. On Monday thru Friday, 4-4:45 PM, Chef Milani uses sponsors' products in recipes, gets messages across solidly.

For the best spot, at the right time, at the right place use...

KNBH
HOLLYWOOD
Channel **4**



Represented by
NBC SPOT SALES



**EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760**

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MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Eckle
INDUSTRIAL EDITOR.....C. Fred Savage
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mazurik
CONSULTING ECONOMIST.....Peter B. B. Andrews
ASS'T TO THE MANAGING
EDITOR.....Richard S. Cooley
PRODUCTION MANAGER.....Mary Campbell
ASS'T PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarre
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING SALES

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SALES PROMOTION MANAGER
Christopher Anderson
ASS'T PROMOTION MANAGER Madeleine Roark
PRODUCTION MANAGER..... Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N. Y. (386 Fourth Avenue; Lexington 2-1760): Merrill V. Reed, W. E. Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
93102): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of **SALES MANAGEMENT**); editorial and production offices: 1200 Land Title Bldg., Philadelphia 10, Pa.

OFFICERS

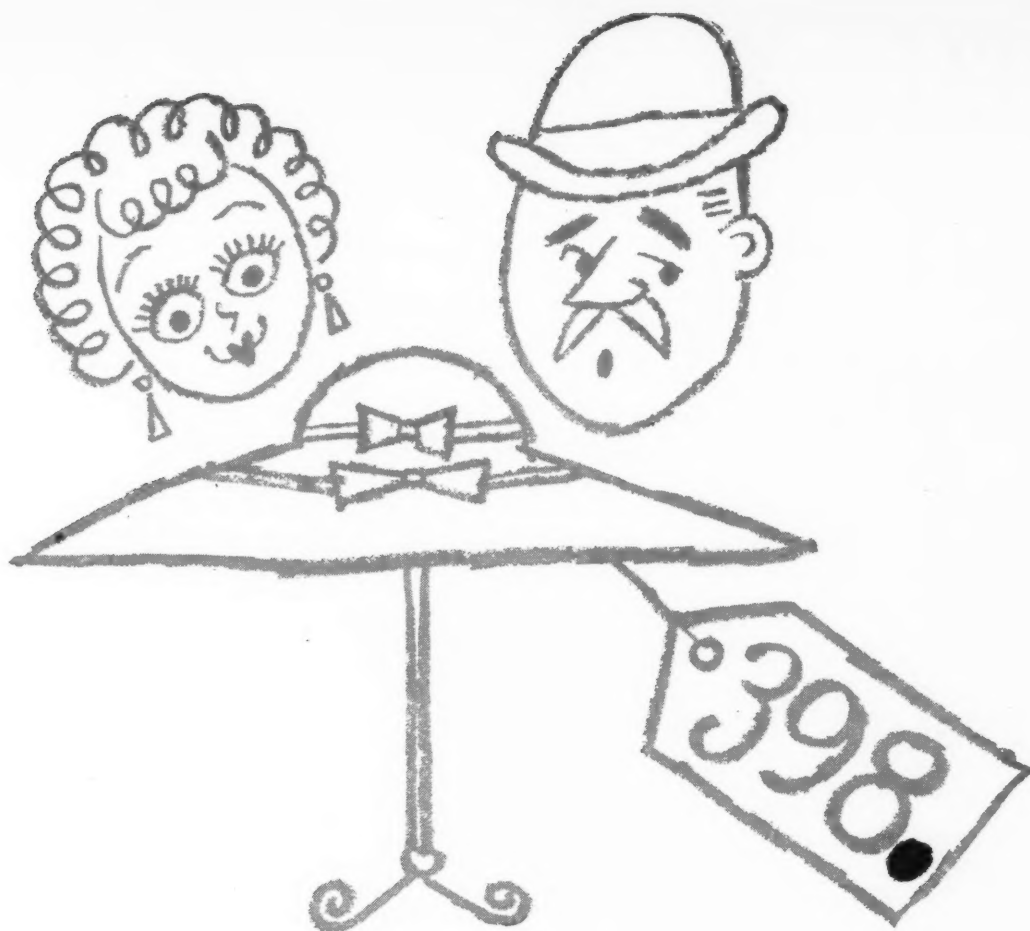
PRESIDENT AND PUBLISHER.....Raymond Hill
GENERAL MANAGER.....Phillip Salisbury
SALES MANAGERJohn W. Hartman
TREASURER.....Edward Lyman Hill
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



November 1, 1952 Volume 69 No. 9



than others

Every purchase soon becomes a matter of digits and decimals. But even in Spot Radio and Television advertising, the decision to buy is influenced by many factors.

Your NBC Spot Salesmen have top research and program information staffs at their command. They will supply you with the market data, audience composition and the cost per thousand listeners statistics you need to develop and launch a limited campaign or multi-city saturation schedule. Your NBC Spot Salesmen know the importance of presenting decision-making facts for your consideration.

It takes expert planning to successfully put the decimals in your sales figures where you want them. For the complete service you need to plan successfully, call NBC Spot Sales.

representing
RADIO STATIONS:



WRC	Washington
WNBC	New York
WMAQ	Chicago
KNBC	San Francisco
WTAM	Cleveland
KOA	Denver

representing
TELEVISION STATIONS:



WNBK	Cleveland
WNBW	Washington
KPTV	Portland, Ore.
WRGB	Schenectady-Albany-Troy
WNBT	New York
WNBQ	Chicago
KNBH	Los Angeles
WPTZ	Philadelphia
WBZ-TV	Boston



SPOT SALES

30 Rockefeller Plaza, New York 20, N.Y.

Chicago Cleveland Washington San Francisco
Los Angeles Charlotte* Atlanta* *Bomar Lowrance Associates

NOVEMBER 1, 1952

FULL SIZE COMICS JAN. 4 1953

★ Another great
opportunity for
advertisers to make
more **JERSEY MONEY**
... with the income-
pulling power of
New Jersey's great
HOME, newspaper, the

NEWARK SUNDAY NEWS

always **BETTER**
getting **BIGGER**

Newark 1, New Jersey

or

O'Mara and Ormsbee, Inc.

The Human Side

Say It With Money

What's the most welcome gift? Money—naturally. But for mixed reasons—including false pride—people hesitate to give it. Brides cry for it, students yearn for it, housewives wish they were given it. And still donors go on handing out everything from vases to His and Hers towels. But for you timid ones, who've hesitated to press a check or a green bill into the all-too-willing hand of the person you want to gift because "it lacks a personal touch," there's a new solution.

Down in Buck Hill Falls, Pa., a company which calls itself the "Remembrance Plan" is issuing its new Gift-Cheks. Obtainable in single copies or in books of 10, these handsome certificates are issued under Trust Agreement arrangements with the Stroudsburg (Pa.) Security Trust Co. Monies covering the face value of the checks are held in trust funds in banks and trust companies.

These Gift-Cheks are personalized—like bank checks—and like a check they require the user's endorsement to cash. But, like traveler's checks, they are negotiable anywhere. Unlike traveler's checks they're to be sold, also, in department stores and they have the added advantage of being cheaper than the traveler's checks.

The department stores, thinks J. Edward Rush, originator of Remembrance Plan, should love the idea. Makes for less re-handling of items purchased, given, then brought back to the stores for exchange. All the customer does is present herself, her Gift-Chek and her identification. The store hands her good old U.S. currency and off she goes to spend the loot. And what better place to spend it than right in the nice store which so willingly handed her money?

Mr. Rush says that the Gift-Cheks were designed "to provide a new approach to the growing custom of gift giving, in keeping with today's needs." Heretofore if you wanted to give a check as a gift the giftee often had to wait several days before the check cleared. It took quite an edge off the fun of giving—and of getting.

But these new certificates are printed on special-process paper and look like bank checks somewhat. The stub, certificate and identification stub bear identical serial numbers. The face value is open as to amount. Stroudsburg Security Trust Co. retains the stubs. Let's say you want to send a Gift-Chek to a friend. You simply write in the amount and name and address of the friend, together with your name and address. Your friend keeps the stub for record. The duplicate stub is removed and mailed, together with the amount of the check, to Remembrance Plan. Simple?

There's no time limit to Gift-Cheks. They're good until spent; they're protected against loss or damage. You pay 20 cents for each book of 10 checks or 25 cents for a single certificate.

Mr. Rush thinks the plan will be a bonanza for companies to use in conjunction with annual or special occasion gifts to employees. And it certainly should register nicely with people who like to get money free.

"It is like Easter every Sunday now..."

one clergyman writes



Attendance drives by churches and synagogues have traditionally been church-by-church operations.

How could the level of attendance for all be raised? Wasn't there a way to give all congregations—Protestant, Catholic, Jewish—the benefit of a united appeal?

A start had already been made in this direction. City-wide drives in the mid '30's had been successful; so had the regional drives of the United Church Canvass, formed in 1942.

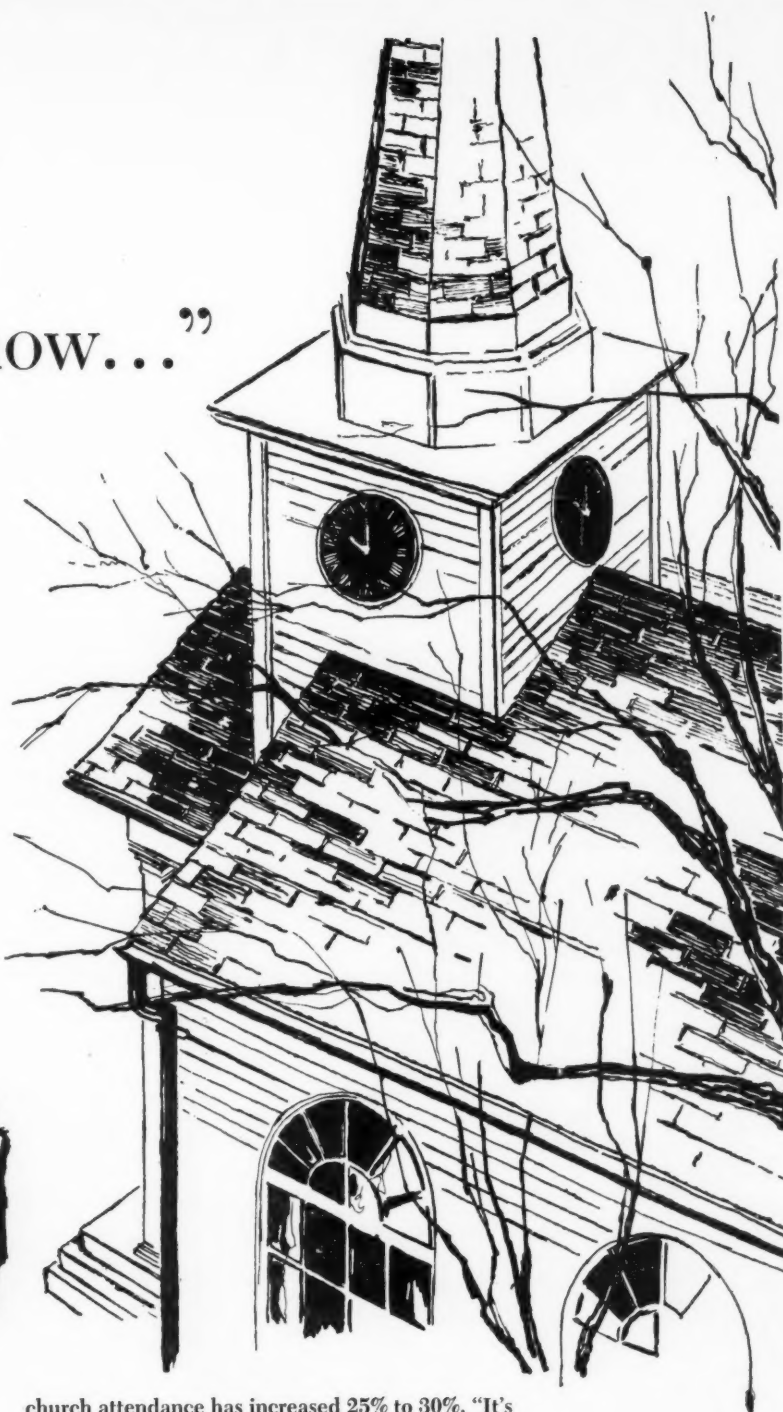
Could this same principle—co-ordinated with individual local drives—be applied to step up churchgoing on a national scale?

To do it, 19 major religious groups organized the Religion in American Life Program in 1949. Each November a nation-wide attendance drive is conducted under its banner.

Mass techniques of advertising are brought to bear . . . with American business and industry, local and national, contributing the space in newspapers, magazines, on outdoor posters, and time on the air.

During last November's drive, the newspaper space donated to the drive alone would fill 2700 full pages. 14,000 posters and 95,000 car cards were displayed. Advertisements and editorials appeared in national magazines. Thousands of television and radio spots were contributed.

At a conservative estimate, nearly \$5 million of advertising was contributed to Religion in American Life. Religion in American Life reports that



church attendance has increased 25% to 30%. "It's like Easter every Sunday now," one clergyman wrote.

Thus through the Advertising Council and its volunteer agency, the J. Walter Thompson Company, advertising's mass techniques have been placed at the service of Religion in American Life . . . bringing to the nation's churches and synagogues the benefits of mass advertising which they could not have achieved on a church-by-church basis.

J. WALTER THOMPSON COMPANY

420 LEXINGTON AVE., NEW YORK 17, N. Y.

NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO, LOS ANGELES, SEATTLE, WASHINGTON, D. C., MIAMI, MONTREAL, TORONTO, MEXICO CITY, BUENOS AIRES, MONTEVIDEO, RIO DE JANEIRO, SÃO PAULO, SANTIAGO (CHILE), LONDON, PARIS, ANTWERP, FRANKFURT, MILAN, JOHANNESBURG, PORT ELIZABETH, CAPE TOWN, DURBAN, BOMBAY, CALCUTTA, NEW DELHI, SYDNEY, MELBOURNE.

★ **SELL THE ARMY** ★
SELL THE NAVY
SELL THE
AIR FORCE
all over the world
with this
3-PAPER
PACKAGE

★

SEND FOR DATA &
SAMPLE COPIES

ARMY TIMES
AIR FORCE TIMES
 (Members: Audit Bureau of Circulations)
NAVY TIMES

Advertising Offices:

WASHINGTON: 3132 M St., N. W.
 NEW YORK: 41 East 42nd St.
 CHICAGO: 203 N. Wabash Ave.
 DETROIT: Guardian Building
 LOS ANGELES: 6399 Wilshire Blvd.
 SAN FRANCISCO: Monadnock Bldg.

In Philadelphia, represented by R. W.
 McCarney, 1015 Chestnut St.

Also: LONDON-FRANKFURT-TOKYO

*We publish two good newspapers
 ... they are read by everybody
 in and around Louisville*

*We sell advertising space at
 reasonable rates.
 It produces sales.*



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
 Station WHAS and Station WHAS TV
 371.134 DAILY • 300.970 SUNDAY
 REPRESENTED NATIONALLY BY THE BRANHAM CO.

A Little Ingenuity

A little ingenuity can get you an awful lot of attention. Witness the case of the H. S. Crocker Co., with plants in California and Maryland and offices in four leading cities: Crocker is a big printer, proud of the reproduction work it does. But any printer can tell you how good his work is. Crocker's problem was to get the point over—with a concrete example. So what did it do? Just this . . .

During the tail-end of this heated presidential election the company is running an unusual insert in national and regional publications. The insert is on gummed stock, printed in four colors on one side and in one color on the reverse side. The four-color side consists of 80 postage-size stamps featuring Adlai and Ike. And the only message is this:

"Like Ike or Adlai?"

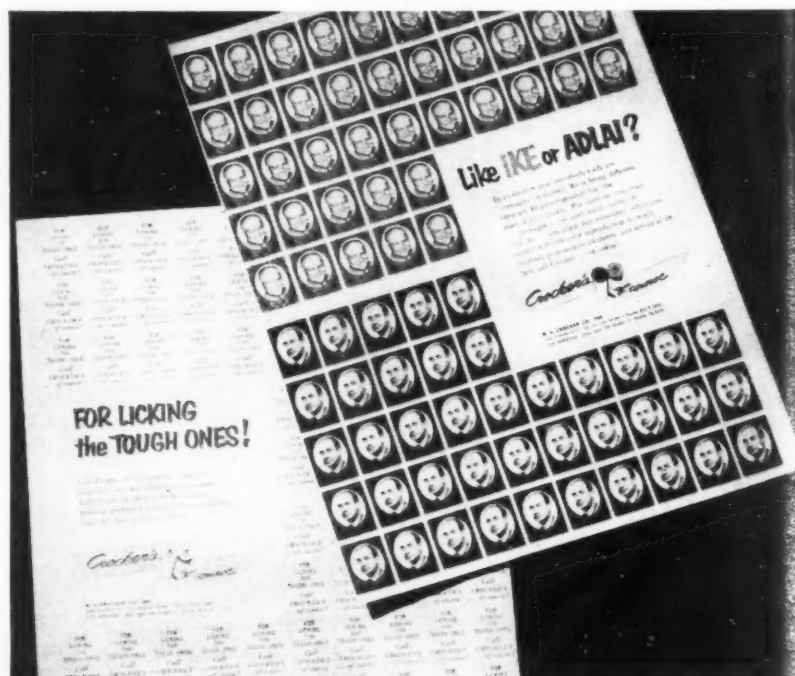
In an election year everybody's ads are 'messages' or slanted. We're being different. Here are 40 advertisements for 'the man of your choice.' Put them on your mail . . . packages . . . on your water cooler, if you like . . . any place. But remember: when you need true-to-life color reproduction in labels, displays, postcards or 24-sheets and service at its best, call Crocker . . . of course!"

The back of the insert carries the story of Crocker's ability to handle difficult problems in reproduction. Copy says:

"For licking the tough ones!"

"Call Crocker's! Thousands of packers, manufacturers and advertising agencies have found the answer to their tough printing problems with Crocker's complete plant facilities and know-how."

Crocker says its phones have been hotter than an Ike-Adlai argument ever since the insert broke into print. These days you not only have to be competitive, you have to be contemporary as well.



STRICTLY NON-PARTISAN . . . and strictly an order-getter, is this clever insert advertisement which H. S. Crocker Co. is currently running . . .

COMMENT

The Unnecessary Letter

When a company pays its bills on time it's satisfied to take the customary 2% discount for payment within 10 days and call it a happy relationship with its suppliers. The 27-year-old, newly appointed credit manager of Thatcher Glass Manufacturing Company, Inc., Elmira, N.Y., believes prompt-paying customers deserve better treatment. We think he has a point. David J. Yaeger wrote recently to Thatcher customers:

"All too frequently a credit man is prone to overlook the customers who consistently handle their accounts in accordance with the terms of sale. I suppose to some extent we may be excused, since we must devote our time to those accounts which are habitually delinquent."

Now . . . "I should comment personally upon the excellent payment record you have established with us, even though you probably regard it as a matter of course. You have made my job easier and more pleasant, and whenever anyone has asked us for information about your dairy [Thatcher makes glass containers for milk, beer, beverage, whiskey, and food] it has been our pleasure to quote that fine record of yours and tell them how highly we regard you."

Isn't it often the letter that you don't *have* to write which wins the most good will?

Too Conservative?

Are manufacturers too hidebound in their marketing methods? Are they leading the revolution in distribution, or are they, especially the older, well-established ones, being towed along by the heavy tide? The Grey Advertising Agency's director of merchandising, E. B. Weiss, who has made a habit of asking tough, pertinent questions, recently raised this one:

"Remember how the established manufacturers of drugs and cosmetics shuddered, only a few years ago, at the mere thought of selling their lines to super markets? Much the same thing happened to manufacturers of housewares. At the moment, much the same thing is happening to established manufacturers of soft goods."

Admittedly it's difficult for a national marketer, figuratively, to turn on a dime. But do the giants, most of whom scrabbled their way to their present lofty market positions, overestimate the costs and the risks of changing their ways? Ed Weiss points out:

"Right now, the self-service and self-selection of non-foods in non-food outlets is becoming a dominant phase of the shopper-retailer revolution. Yet most established non-food manufacturers who do not pre-package their line—an integral part of self-selection merchandising—insist that they just can't afford to do it. Simultaneously, newcomers in these very lines are prepackaging their non-food lines—and somehow wangling out a profit!"

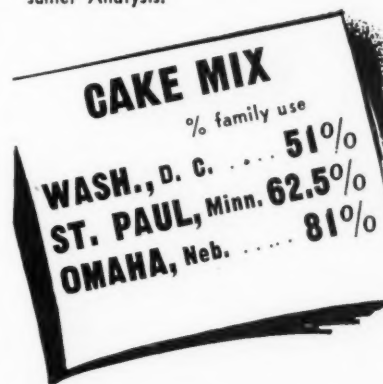
Where can manufacturers take the lead in catering to customers? Weiss suggests:

"There is still a vast opportunity for improvement in packages that



In 1952, 62.5% of St. Paul families reported buying cake mix—surprising considering that in 1947 only 5% of St. Paul families were purchasing this item.

This growth occurred in some measure across the nation, but in varying degree, as shown below by figures from the 1952 Consolidated Consumer Analysis.



MORE interesting yet were the wide variations in individual brand acceptance, despite equal pressure in so-called "national media". For instance, the brand ranked first in St. Paul and Salt Lake City with 26% and 41% respectively was ranked sixth in Seattle with only 2.4% family preference.

Obviously LOCAL conditions governed this varying acceptance of the product and individual brands. If you do business through St. Paul retailers, you'd be wise to see that your promoting and advertising is done in St. Paul.

St. Paul Dispatch
A RIDDER PIONEER PRESS
Pioneer Press
RIDDER • JOHNS, INC. — REPRESENTATIVES
NEW YORK • CHICAGO • DETROIT



The Detroit Market Story:—

- Annual Retail Sales over 4 billion dollars!
- Employment is now at an all-time high!
- Factory wages are highest of any major market!
- New defense plants starting full production!
- Family Income highest of all major markets!
- Nearly 100,000 new homes built in past 3 years!

The Detroit News' Story:—

- Highest weekday and Sunday trading area circulation!
- Highest ABC-recognized home-delivered circulation in the nation!
- Circulation concentrated in retail trading area—96% weekdays, 87% Sundays!
- Best coverage of home-owners, auto-owners and owners of major consumer durables!
- Carries practically as much linage as both other Detroit newspapers combined!

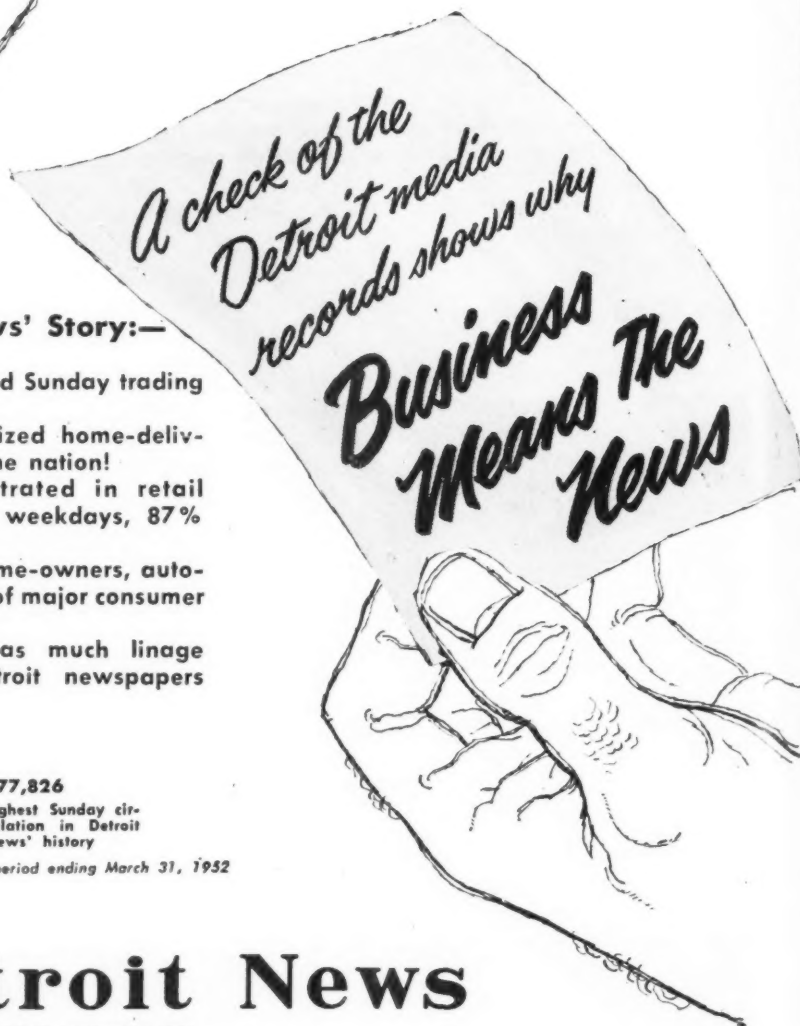
467,066

highest weekday circulation in Detroit News' history

577,826

highest Sunday circulation in Detroit News' history

A. B. C. figures for 6-month period ending March 31, 1952



The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH.
Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

SALES MANAGEMENT

will do a better selling job under conditions of self-service and self-selection retailing.

"There is a similar opportunity for manufacturers in connection with fixtures that will aid in the self-service and self-selection retailing of non-foods not only in food stores, but even more importantly in non-food stores.

"Some manufacturers have yet to revise the timing of their advertising schedules in order to conform with nocturnal shopping—and other manufacturers have yet to revise the scheduling of their advertising to conform with the geographical diversification of retailing and the remarkable development of the planned shopping center."

How would you define the principal elements of this retail revolution? Weiss identifies 8 of them:

1. *Decentralization* of retail trading areas—and the accompanying development of neighborhood, suburban and regional shopping centers.

2. *Nocturnal retailing.* Already, perhaps 25% of our total food volume is bought at night. The Robert Hall Chain probably does over 30% of its volume at night. Sears, Roebuck is actively committed to the promotion of a 24-hour, seven-day-a-week shopping service.

3. *Concentration* of retailing into a few hands. Three giant retailers do over 25% of our entire bedsheet volume. Some 200 retailers do over half of our hosiery volume; half of our cosmetic volume; half of our toy volume. About 20 giant retailers account for 1 out of 4 retail dollars in general merchandise.

4. The *store-controlled brand* has emerged as a strong, advertised, pre-sold brand. The next great brand battle will be the battle between the manufacturers' advertised brands and the retailers' advertised brands.

5. The trend toward *one-stop* and *one-half-stop outlets* by most of our major retailers. All large retailers are becoming department stores—of a new type, of course.

6. The *decline in floor selling.* Salespeople, today, are attendants; they do little courteous selling and even less creative selling.

7. The trend toward *self-service* and *self-selection*—not only of non-foods in food stores but of non-foods in non-food outlets. This is a broad trend that affects practically all manufacturers.

8. The *decline of Saturday* as a retail day, the coming of a 5-day week in retailing, the ultimate elimination of morning hours.

Manufacturers who have not fully adjusted their promotion to geographical changes which have taken place in retailing will get a big assist in their planning from the forthcoming market studies in the November 10 issue of *SALES MANAGEMENT*. In a 5-way study, we show the growth of both the major cities and the suburbs. We examine, for example, the tendency of national advertisers to appropriate by city population size groups rather than by needs and potentials of a branch area. Result: underspending in relation to potential in neighboring areas.

Contains Chlorophyll

It's incredible that real estate agents had never thought about capitalizing on the biggest asset they have: home-grown chlorophyll. But now they've been wised up by all of the hullabaloo over chlorophyll in products and one Long Island, New York, real estate firm is, with a straight face, advertising "It's true! The magnificent trees on Fawn Hill's huge plots contain all the chlorophyll you'll need for clean, fresh, healthful country living. . . ."



Yesterday's figures are out of date for judging Today's National Geographic Magazine

Post-war shifts in population . . . swifter and cheaper means of transportation . . . these and other changing aspects of life in America have combined to create peak interest in the world in which we live. And no magazine covers this world-wide living story more colorfully and authentically than the National Geographic. So we say, use *today's* facts to measure the influence and vitality of *today's* National Geographic—

Such as, the more than two million active-minded families who read and own The National Geographic . . . **a voluntary circulation gain of 66% since 1945!**

Such as, the 84,000 letters from readers recently received in a single day, an all-time high!

Such as, the growing volume of "dollar return" advertisers who regularly appear in the magazine. These advertisers rate The National Geographic among the most important of their top-grade producers.

America's most active minds
read

THE
**NATIONAL
GEOGRAPHIC
MAGAZINE**

Member Audit Bureau of Circulation

MANAGEMENT



MANAGEMENT TEAM IN ACTION—Top executives of the Fairchild Engine and Airplane Corporation of Hagerstown, Maryland, are shown discussing an engineering problem on the Fairchild C-119 or "Flying Boxcar."





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SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending November 1, 1952

IS A RECESSION "GUARANTEED?"

At the Boston Conference on Distribution last week, Dr. Richard Gettell, chief economist of *Time*, Inc., told his audience that only Stalin & Co. has been more consistent than American businessmen in predicting depression in America. "Ever since the closing days of the war, most of our prophets have sung the same refrain. It usually goes something like this: 'Business won't be too bad for the next six to nine months, but there are serious weak spots in our economy. Present high levels won't last; better prepare for a downturn.' Month after month, for nearly eight years, this has been dinned into our ears."

Along the same lines, Humphey B. Neill, who makes a profession of taking the contrary view, writes: "The cry of recession is as universal as the 'much-advertised recession' of 1946-47 which never materialized."

Mr. Neill makes it his business to study mass psychology and has reached the conclusion that it's unwise to time your planning on widely-held conclusions as to what's going to happen to the economic future. Currently he goes out on the end of a limb with this forecast: "One thing seems assured—the slump will *not* come when expected next year. It will set in almost immediately, or it will be postponed."

WHO'S THE BOSS?

Subscriber F. E. Schuchman, president, Homestead Valve Manufacturing Co., Coraopolis, Pa., sends us a copy of his corporation's "Flow of Authority Chart." The top box is headed, "Our Customers" and then follow the Board of Directors, President, Managing Committee and Department Heads.

In a covering letter to workers and their families, Mr. Schuchman says of the chart: "It will keep before all of us the true fact that our customers are our real bosses . . . Regardless of the job you hold in our company, or whether you are a housewife, make no mistake—our customers are our bosses, and since all of us buy the products of our mills and factories we, as buyers, become the real bosses . . . Unless we serve them well and at fair prices, they will discharge us by buying from other companies, and if they do, our company and your job, and your home life will be troubled."

THE DISAPPEARING SATURDAY

A few weeks ago I was in my old home town of Madison, Wis., on a Saturday and decided to see what was going on at the modern and progressive Manchester department store. But I could get no further than the windows and doors—for the store is closed down tight on Saturdays.

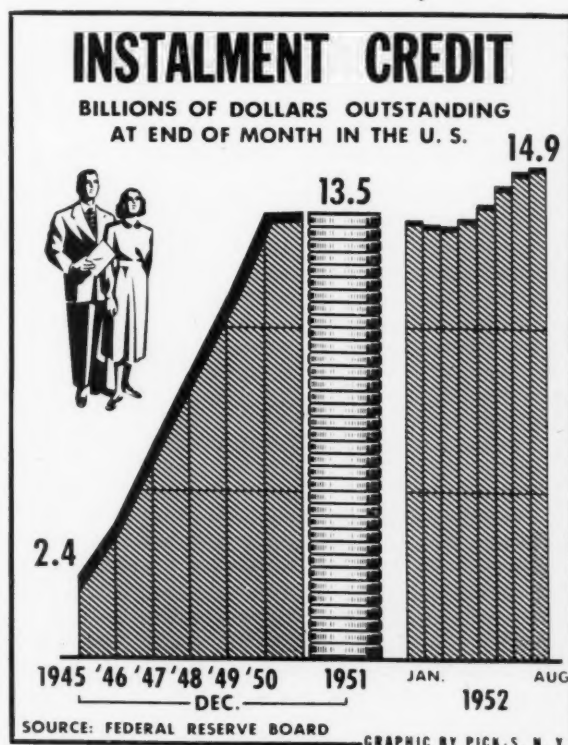
When I lived in Madison, such a store would do from one-third to one-half of its business on Saturday. Today the percentage is zero—but the store is open two nights a week.

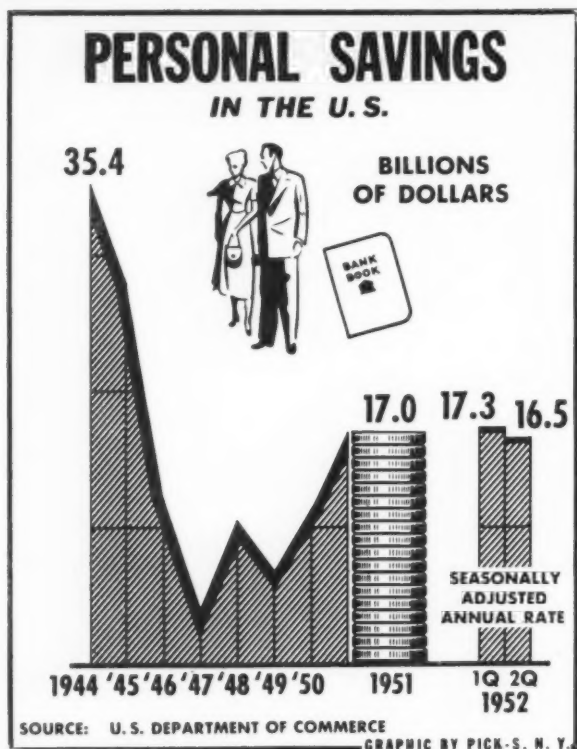
It strengthens Bob Whitney's contention that we are edging toward a five-day retail week with normal business hours from noon to 9:00 p.m.

MORE—BUT SMALLER—FAMILIES

We've been having a record number of births—but offsetting these are other factors which are making for smaller families. These include new marriages without issue, the high level of economic activity which enables some married couples and many aged persons to live in their own home instead of with relatives, and the ever-increasing life span. It works out this way: In 1890 there were 4.93 persons per household; by 1940 the number had dropped to 3.67; in 1947 there was a decline to 3.55. Today the average is only 3.33.

If you are interested in the oldsters as a market, you should send 30 cents to the Superintendent of Documents, Washington 25, D. C., for a copy of the booklet, "Fact Book on Aging."





ENLIGHTENED MERCHANDISING

To help itself, the forward-looking corporation often helps others first. A good example is the American Safety Razor Corp. whose director of merchandising, Carl J. Begemann, produced a 16-page booklet called, "Business Gifts and How to Sell Them—a \$250,000,000 Market." It's designed to get more merchants interested in pushing the Ascot line of lighters as business gifts, but it tells merchants not just about cigarette lighters but about a dozen other popular gift items, who uses them, how they are used, who buys them and when they are bought, how to go after this business and where and when to go after it.

THE BREED HASN'T PERISHED

We received a letter the other day from a salesman who represents one of our advertisers who sells Christmas gifts, and it's such a wonderful declaration of a stirring belief in selling that I'm going to quote from it. In fairness to the advertiser I'm going to omit the salesman's name because if I printed the name I know darned well that some of our readers would try to grab this salesman:

"There has been of late considerable comment about how the U.S.A. Sales Force has forgotten how to sell. They also ask what has happened to that legendary character, the salesman. It is also mentioned that the average salesman today does not want to sell on 'straight commission.' He wants fringe benefits and 'security' and a straight salary. He wants to work for a large corporation on a smaller salary for the sure thing, instead of working for a smaller firm for greater remuneration on a straight commission basis. It is also mentioned that the pioneering spirit has all but vanished from the American scene . . . that the willingness to 'take a chance' has disappeared.

"I don't quite agree with the above. There are still many of us around who are willing to take a chance, to bleed, to sweat, in pioneering an idea or a product, and in working for a small corporation. I left a job two years ago earning a comfortable \$7,000 a year, involving no selling costs and no travel to speak of . . . to take a chance on pioneering this new idea for a small firm . . . working strictly on straight commission . . . paying all my own expenses . . . receiving no draw or advance but being self-supported through the deposit program (and it works beautifully!) . . . because I think I can make some money. It has taken a lot of sacrifices on my and my wife's part . . . and a lot of hard work rapping on strange doors, with a new idea, representing a firm that for practical purposes is not known in the particular trade channels in which I work. And it takes a little doing sometimes to get in to see the persons who actually direct the Christmas gift program for their firms . . . namely, presidents, vice-presidents, sales and advertising managers. I'm making good and encouraging progress, and by next year I firmly believe that I'll be over the 'hump' and making some dough. As I mentioned to you, I've tried another channel of selling . . . an ad in your magazine placed at my own expense. Gamble? Certainly! Why not?"

CONSUMER PREMIUMS—PRO AND CON

Jack Aspley, in a recent Dartnell Newsletter, says that Procter & Gamble, following an extensive survey, will discontinue premiums on products which need an extra sales push. "Procter & Gamble thinks—and we agree—that special inducements which use money that might better be spent on brand preference advertising is a questionable practice. It puts the emphasis on the 'free' goods, rather than the quality of the product."

However, in most consumer lines, there are more well-advertised brands than ever before and more switching from brand to brand. Repeated tests in food markets show that a moderately advertised brand will outsell the heavily advertised brand if it gets eye-level shelf display and the big competitor is relegated to a bottom shelf. Since so many housewives think in terms of several good and acceptable brands, it would seem that the one with a premium would have an edge over the others.

A TELEPROMPTER FOR YOU

If you have been envious of the political speakers this year, who seemed to talk without benefit of script—and yet you know that they are following a moving teleprompter—you'll be interested in a joint announcement by RCA Service Co. and the Teleprompter Corp., New York.

The RCA Service Co., with offices in many cities, will provide a rental service for teleprompter equipment, to be used by speakers at conventions, sales meetings, merchandise presentations and other public gatherings. The service will include machines plus an operator at a master control to regulate the speed according to the speaker's rate of delivery.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



The Super Constellation—a \$1,500,000 engineering masterpiece developed for America's rapidly-growing air transport industry.

How do you get your product airborne?

If you are interested in selling the multibillion-dollar aviation market, *Aviation Age* offers you its help.

Here are some of the questions you may be asking:

Of the three major divisions in this market—the military, the manufacturer, the airlines—which is the best market for your product? Is there also a market for your product among executive aircraft owners, airports and service firms? In each of these divisions, there are men in design engineering, in operations or supply, in purchasing, in maintenance, who must approve your product. How do you identify them?

While a new plane is still on the drawing boards, specifications all-important to the eventual use of your product are decided upon. The engineers who make these decisions may be working for the military, for the airlines, for the manufacturer, but they almost always work in teams. Are you reaching enough of these men with your products story?

• • •

**If your product
meets performance
specifications...**



Practically all equipment used in this industry must be engineered to meet performance specifications. Selling the designers and engineers who are responsible for these specifications is your primary objective.

Exclusive of its coverage of maintenance engineers, *Aviation Age* reaches 8,936 engineering and design personnel in manufacturing plants... 12,105 in the entire aviation industry.

Aviation Age reaches nearly twice as many of these key men as the next aviation publication... almost as many as *all other* magazines in the field combined!

To these and many other similar questions, *Aviation Age* may have the answers you need. We have grown up with the aviation industry. Complete information on the latest developments in aviation is in our files. We know *who* the key men are, and *where* they can be reached.

Let us help you sell this important market!

As part of our responsibility to the industry we serve, we will be glad to make our intimate knowledge of the aviation market available to you. Much of it has been compiled in the form of a valuable Market Data File, which we will send you free of charge on request. Also, our marketing representatives will be glad to sit down with you and discuss your problems. Their extensive information may supply exactly the answers you are looking for.

To take advantage of these services, simply mail the coupon below. We ask only that your interest in selling the aviation market be genuine.

Aviation Age Market Data File

AVIATION AGE

SM-11

A Conover-Mast Publication

205 East 42nd Street, New York 17, N. Y.

☐ Please send Market Data File

☐ Please have representative call

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____



CADILLAC'S TOP TEAM is flexible and informal: General Manager Ahrens (head of table) discusses plans for models to be born in 1955 or 1956 with 7 key executives: (l to r): M. E. Fields, mer-

chandising mgr.; C. H. Smith, comptroller; James M. Roche, gsm; Ahrens; H. A. Barber, works mgr.; R. A. Vogel, mgr. of purchases; C. F. Arnold, chief engineer, and R. L. Newton, assistant gsm.

Can Cadillac Keep the Lead?

For two decades, this GM car has outsold all competitors. Its backlog of orders now equals a full year's production. ... But will 96,300 customers wait? Or can Chrysler, Lincoln, Packard, Buick and others wean them away? ... Cadillac steps up efforts to hold them, and win more.

BY LAWRENCE M. HUGHES

The penalties of leadership are plenty:

"The leader is assailed because he is the leader . . . Failing to equal or to excel, the follower seeks to depreciate and to destroy—but only confirms once more the superiority of that which he strives to supplant.

"There is nothing new in this. It is as old as the world and as old as human passions—envy, fear, greed, ambition . . . Master-poet, master-painter, master-workman, each in his turn is assailed, and each holds his laurels through the ages . . .

"That which deserves to live — lives."

These words are from an advertisement, "The Penalty of Leadership," which appeared in *The Satur-*

day Evening Post of January 2, 1915. They were written by a man named MacManus, to promote a car called Cadillac.

America's automobile industry was young and brawling then. Scores of makes, including a dozen in Cadillac's price class, fought for a place in the sun. If Theodore F. MacManus could not claim sales leadership, he dramatized the *craftsmanship* which Cadillac's founder, Henry F. Leland, and his successors tried to put into their product. The words launched a kind of *salesmanship* which has won for it a million buyers.

On September 29, 1952 Cadillac became 50 years old:

Every year since 1930 it has outsold all other higher-priced cars.

In some years it has sold more than all competitors combined.

And for seven years since World War II—though production climbed to double the prewar peak—it could not catch demand. The 96,300 orders on its books today equal a year's output at the rate allowed by materials allocations.

A lot of buyers seem willing to wait. (One survey finds that "20 million motorists want Cadillac.") Some, indeed, have waited a lifetime to own their first.

Last December Cadillac Motor Car Division of General Motors Corp. published a newspaper advertisement showing a farm boy watching a car disappear in the distance. It was addressed "To the Man Who Was a Boy—in 1920." It revealed the thoughts of this and other boys of three decades ago. They all agreed that "there is the car for me."

The boys grew up and "made good." To them and other young dreamers of yesterday, the advertisement suggested:

"Maybe the time has come!

"And what a Christmas it would be if you could tell yourself and your family and friends—'I've ordered the Cadillac.'

"If you think the time has come for you, we'd love to see you. It's a grand and glorious feeling to help such a dream come true!" . . .

Though Leland, MacManus and

Production figures for the first eight months of 1952 show Cadillac output down only 13% from the parallel period of 1951—as compared with 22% for Olds, 30% for Buick and Pontiac, and 35% for Chevrolet.

On the other hand, while Chrysler division turned out 38% fewer cars in this period, registration of its “8”—which competes in price directly with Cadillac—rose 41%, at the expense of the “6”, which declined 58%. And similarly, though Ford car production was cut 34% and Mercury 40%, Ford Motor actually boosted Lincoln’s output from 20,198 to 21,048.

Chrysler Division’s total 77,831 cars in the eight months this year was 18% larger than Cadillac’s 64,017. But Cadillac still has an estimated three-to-two lead over Chrysler “8”; does nearly twice as well as all Packard (some of whose models are not competitive), and three times as well as Lincoln.

And as to *wants*: The Cadillac people claim that on used car lots a 1951 Cadillac brings more than comparable 1952 models of the others. “Sure we have competition,” Jim Roche says. “But as our boss, C. E. Wilson, president of General Motors, puts it, ‘There’s little competition with the *desire to own a Cadillac*!’”

Unless the Korean war spreads, the motor makers expect metal restrictions to be lifted by next April 1. Then all of them will be free to strut their stuff. And if, as some economists believe, reduced defense expenditures lead to a business recession, they’ll all have to sell pretty hard. . . .

The cumulative prestige of a half-century’s business may be a good

base for Cadillac to build on.

Henry F. Leland did much to make the motor car a product of *precision* mass production. Importing from Sweden the first set of Johansson gauge blocks used in America, he developed interchangeable parts of standardized accuracy. Before the Royal Automobile Club in London in 1908, three Cadillacs were completely disassembled, their parts scrambled, and then reassembled into three smooth-running cars.

First with the “V”

Thus Cadillac earned its first Dewar Award, grand prize in the industry. A second, in 1912, paid tribute to its work on electric starting, lighting and ignition. . . . Meanwhile, in 1905 Cadillac had pioneered the multiple-cylinder motor car engine (of four cylinders.) In 1914 it became the first American manufacturer to build a V-type, water-cooled, eight-cylinder engine. The “V” has been adopted by all makers of higher-priced and most of medium-priced cars. (DeSoto got around to it for 1952 and Dodge has it for 1953.)

Through the years Cadillac “firsts” have ranged from synchromesh transmission, knee-action wheels and ball-bearing steering to no-draft ventilation and security plate glass.

Announcing the Golden Anniversary models last January, Don Ahrens told of such features as a 190-horsepower engine (as compared with 160 before); “greater energy with increased fuel economy”; multiple-range Hydra-Matic drive, to “select performance level” for different driv-

ing conditions; “shock absorbers that automatically adjust to road surface”; a new-type rubber mounting for the body; doubled brake life.

But Cadillac does not promote features. Its advertising sells the car, its value and its ride—in terms of *you*.

From 10,000 in 1910, Cadillac car output rose above 20,000 in the ‘20’s; dropped to exactly 6,933 in 1933; moved up to 59,000 in 1941. After the war it began to climb again—to 66,000 in 1948, 82,000 in 1949, and an all-time record of 110,535 in 1950.

Last year, metal restrictions reduced output to 103,000. This year’s rate is 96,000. But even when materials are freed, capacity of the 33-year-old, 55-acre Clark Avenue plant—where Cadillac manufactures even its own engines and does all assembly—is only about 125,000.

Still the division probably will turn out more cars in the first decade after VJ-Day than in the four decades before Pearl Harbor. Of 1,296,000 cars built in a half-century, 754,000 were pre-Pearl Harbor and 542,000 produced in the last seven years.

Perhaps the outfit builds *too* well: More than half of all Cadillacs ever made are still rolling.

In a country and an industry where *bigger and better* are sort of synonymous (and Cadillac ranks only 12th in unit sales), I rather expected the least of it.

Actually, Don Ahrens says, Cadillac’s current annual rate of sales is *\$1.2 billion!* Of this about \$700 million comes from creating and caring for motor cars and \$500 million from production in Cleveland of Walker Bulldog tanks for the Army.

The Cleveland plant employs



AHRENS

Cadillac’s general manager has lived a life of sales. For 15 years he was general sales manager.

Born in Lodgepole, Neb., December 31, 1890, he was graduated in electrical engineering from University of Nebraska. After service in the Army during World War I, he started to sell motor cars for an uncle, a dealer in Kansas City, Mo. After selling more cars in Spokane, he was named in 1926 manager of Cadillac’s sub-branch in Evanston, Ill.

Then Don Ahrens became manager of the Philadelphia branch, assistant general sales manager in Detroit, and New York branch manager.

Much of his sales experience came during the depression. Ahrens emphasizes: “I’ve never stopped being a salesman.”

7,000 of Cadillac's 17,243 people.

Cadillac Motor Car Division's organization chart breaks into two parts—one for motor cars, the other for tanks.

The motor car chart lists 58 executives in six "sections." Seventeen of them are under General Sales Manager Roche and 16 under Works Manager H. A. Barber. Heads of the four other sections are C. H. Smith, comptroller; C. F. Arnold, chief engineer; R. A. Vogel, manager of purchases, and W. S. Chisholm, director of personnel and public relations.

Ahrens regards Cadillac as a dynamic team operation.

The dynamism starts with Engineering's concept and then *proof* of tomorrow's car. It develops with Manufacturing's ability to multiply this creation in standardized precision products. It bears fruit in the Sales skill of 3,500 retail men in 1,700 cities and towns.

Cadillac's top team is flexible. Over luncheon table in the "official" dining room the other day a 1956 car first started to take shape . . .

Roche says that, adequately serviced, "there's no practical limit to a Cadillac's life." And Engineer Arnold cites Firestone Tire & Rubber's grueling tests of fleets of Cadillacs, 24 hours a day, for 400,000 or 500,000 miles—"equivalent to at least a million miles of regular driving."

Amortize first cost over all these miles, throw in low gasoline consumption ("a full day on a full tank") and Cadillac becomes "the *lowest-cost of all cars*."

Arnold explains: "Our work on parts in Engineering is concerned

with continuing and over-all progress . . . with getting the car to ride better—longer. Those brakes Don Ahrens was talking about have had their life lengthened from 25,000 to 50,000 miles. The cost to Cadillac buyers came to about \$5 a car."

Continually, all parts are being tested both for present performance and further improvement: "Shock absorbers, for instance, get laboratory and road tests of millions of cycles, so they'll measure up to the life of the car."

"The more basic the change, of course," Arnold points out, "the longer and tougher and more varied the tests. Some new parts must meet the snow and ice of Saskatchewan, the heat and dust of Death Valley, the steep climb up Pike's Peak, and every road and climate between. Fifteen months may elapse between design and final approval of, say, new shock absorbers—and nine months more before they go on new models."

But Cadillac does not postpone all changes for yearly models. Between one January and the next, 50 major and minor changes may be made.

Air-Conditioning!

Though Engineering welcomes owners' and dealers' reactions, Arnold emphasizes that "our job is to design ahead of the need. No one demanded the real air-conditioning we'll provide next year." . . . Yet Arnold is concerned with complaints. He sees all that come to Detroit. In fact, twice a year, he travels throughout the country seeking trade and consumer complaints and reactions.

When Engineering has put to-

gether next year's car—with the proof and costs of its features—Engineer Arnold takes General Manager Ahrens and others for a ride . . .

Then the creators turn their work over to the craftsmen.

Monthly employee publication of the Cadillac Division is in fact called *Cadillac Craftsman*. Its motto is, "Craftsmanship a Creed; Accuracy a Law."

A center spread in September bears the headline: "Refinement is Possible in Anything Built by Man." In addition to summarizing a half-century of developments, it shows in charts and photographs the every-day work in designing improvements, in inspection and quality control in manufacture, and in helping branches, distributors and dealers to help owners to get quality service.

Human beings may get sloppy or lazy . . . but Cadillac *can't*!

To reduce the "human element" machines are doing more work. Electronics, for example, has replaced old-fashioned elbow grease in a 12-process casting operation. And through such devices, since 1940, the capacity of the "works" has been stepped up from 40 to 56 cars an hour.

But machines can't replace human experience and conscientiousness. In addition to checking and controls of every casting and component, every step of the way, each of the 400 cars which daily leaves Final Assembly gets hours of fine-tooth going-over. Fifty veteran specialists engage in this work. Parallel to Final Assembly is a "reject line." On it a steady stream of completed cars moves *back* for adjustments. Some "flaws," such as tiny

(continued on p. 96)

Quiet, analytical James M. Roche, who succeeded Ahrens as head of Cadillac's sales, was born in Elgin, Ill., on December 16, 1906. After studying at La Salle University, he joined Cadillac's Chicago branch in 1927 as a statistician.

In 1931 Jim Roche was sent to New York to help eastern distributors and dealers get a better grip on their business operations. And in 1935—still only 28 years old—he moved to Detroit, with Ahrens, to manage the Sales Division's national business management department.

Between 1943 and 1950 he served as director of personnel and of public relations.

Jim Roche has set out to extend Cadillac ownership among middle-income families.



ROCHE



FROM CARS TO KITCHENS . . . When C. Fred Hastings joined American Kitchens Division of Avco Manufacturing Corp. the plant was making the famous old Auburn automobile. That was 23 years ago and Fred has grown up with the corporation's kitchens operations: When the Auburn quietly heaved its last gasp and the organization became part of Avco's hierarchy, salesman Hastings was promoted to assistant sales manager of contracts, including kitchens. Then during the war Fred suddenly found himself back in the automobile business: the entire manufacturing facilities of the American Kitchens plant were turned over to war production. It made almost 90% of the bodies for the wartime Jeep. . . . War over, Fred went back to kitchens, in charge of kitchen sales. Recently he became the Division's general sales manager. Born and educated in Muncie, Ind., he attended Lake Forest University. He's active in local Chamber of Commerce affairs, likes kids and has three to prove it.

BY HARRY WOODWARD



THE MILITARY LIFE . . . wasn't for him, decided Findley Griffiths. So after two years at West Point he changed over to Amherst. Yet what would the military world do without steel? And so, in a way, you might say that Fin Griffiths has helped make possible the country's military program—as well as its peacetime one. For he's been in the steel business since he left college and his years of service to it have culminated in a big reward: He's the new v-p in charge of sales of Acme Steel Co. He came to Acme from Sharon Steel Co., where he was v-p and general sales manager. And before that he had been with United States Steel in various sales capacities. He's a member of the American Iron and Steel Institute, a town club and a country one and v-p of the Amherst Alumni Club of Chicago. But he's proudest of his four children—two boys, two girls. "They really keep me hopping," he says.

FROM SALT LAKE CITY... to Honolulu is quite a hop. But Richard Evans has just made it, carrying with him his bag of tricks. Dick Evans, a veteran of 25 years with the Radio Service Corp. of Utah, rose from technician to general manager and v-p of KSL and KSL-TV. Now he's moving to sunnier shores to become v-p and general manager of the Hawaiian Broadcasting System. It operates KGMB in Honolulu and KHBC, was recently granted a construction permit to erect a TV station, the islands' first. Dick is an old hand at getting TV transmitters built: Under his direction KSL-TV was founded and he bossed construction of the station's new transmitter, almost 10,000 feet high in the Oquirrh Mountains, making KSL-TV America's highest TV station. During the last war he was research project engineer in Columbia University's Division of War Research. The Navy now holds patents in his name and much of this work is still classified secret. . . . He feels Honolulu will become an important TV market and says that the bulk of programming seen on the mainland will be available to Hawaiian viewers.



They're in the News

IT WOULDN'T BE FAIR... to say that Robert E. Lusk pressed suits so well that he's become the new president of Benton & Bowles, Inc. But it would be fair to say that he sent himself through Yale—and got the necessary education for the job—by taking orders for a suit pressing company. (He became president of the company in his senior year.) Bob had intended to become a mechanical engineer—until he discovered he was rotten at math but very good indeed in English. His first job was as a copy writer; then mail-order work for an agency called Ruthrauff & Ryan. He got his second job when he met a big agency man on a train. It lasted two years and then he spent five "stimulating years" in the R. H. Macy setup, becoming its advertising manager. In '33 he left the retail field to associate himself with Benton & Bowles. There he spent eight years working on the General Foods account and, later, Colgate-Palmolive-Peet. When that account left the agency he went with it as v-p of advertising and merchandising. He returned in '44—as a v-p. Since 1950 he's been executive v-p. He's lived in Stamford, Conn. for years, has two teen-agers.





"THERE SHE IS," says Robert J. Ritchey, of U. S. Steel's new Pittsburgh home office, covered with steel curtain walls.

Before Stainless Steel Could Be Used in Skyscraper Sidewalls...

... U.S. Steel had to persuade city fathers, not to mention contractors and investors, that curtain walls are decorative and functional, competitive in cost with older materials.

Based on an interview by James E. Alexander with
ROBERT J. RITCHEY
Director of Market Development, United States Steel Co.

If salesmen of stainless steel siding could show prospects United States Steel Co. home offices in Pittsburgh and the Gateway Center buildings a few blocks away, their jobs would be easier. These buildings are life-size, operating sales aids.

Big Steel's new 42-story building, diagonally across from the William Penn Hotel, and the three 20- and 24-story office buildings (plus five to be built) near Pittsburgh's Point Park are monumental examples of the use of stainless steel curtain walls

for skyscrapers.

What is a curtain wall? It is the outer wall of a building and is called "curtain" because each panel hangs. Lower panels do not support those above. Panels are made in any size required. Those on U.S. Steel's building are 4½ feet wide by 12 feet long, including window space. The panels do not rust.

"Use of functional and decorative stainless steel 'skins' for buildings offers a completely new market for steel salesmen," points out Robert J. Ritchey, director of market research, U.S. Steel Co. He points out, too, that "older buildings can be brought up to date and given longer life. Builders of utility and other commer-

cial structures find stainless steel their best investment."

In winning acceptance for steel curtain walls from investors, architects and builders, U.S. Steel turned these five major obstacles into positive buying appeals:

1. Building codes: Many major cities required four-hour fire-resistant outside walls, despite the fact that most walls have windows and window openings with a five-minute resistance factor. U.S. Steel helped to change antiquated laws.

Ritchey assigned the problem to Carl F. Block, development representative of the Market Development Division. Block is active in sessions of the Building Officials Conference of America, and takes every opportunity to talk to groups such as those from the U.S. Department of Commerce, National Bureau of Standards, the Pacific Coast Uniform Code, Southern Standard Code and other code revision committees, and the National Board of Fire Underwriters.

Tests Prove Points

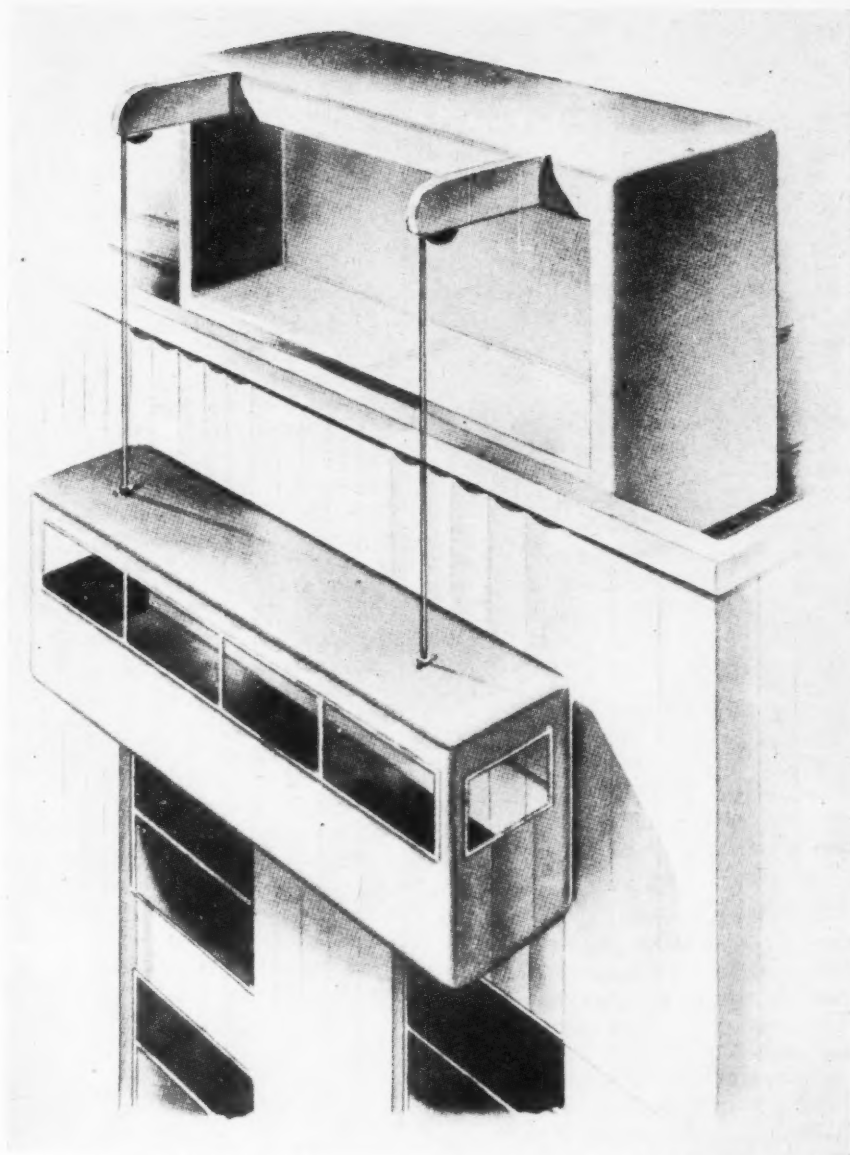
Block consulted with engineers and distributed samples of stainless steel panels which had undergone rigid tests by the American Bureau of Standards and the Underwriter Laboratories. He submitted test reports and samples to public officials to prove his points. He then worked closely with the code committee of the American Iron and Steel Institute, equally interested in revising old laws.

Block rewrote building codes for some communities. His success is attested by the adoption of uniform codes in several metropolitan centers.

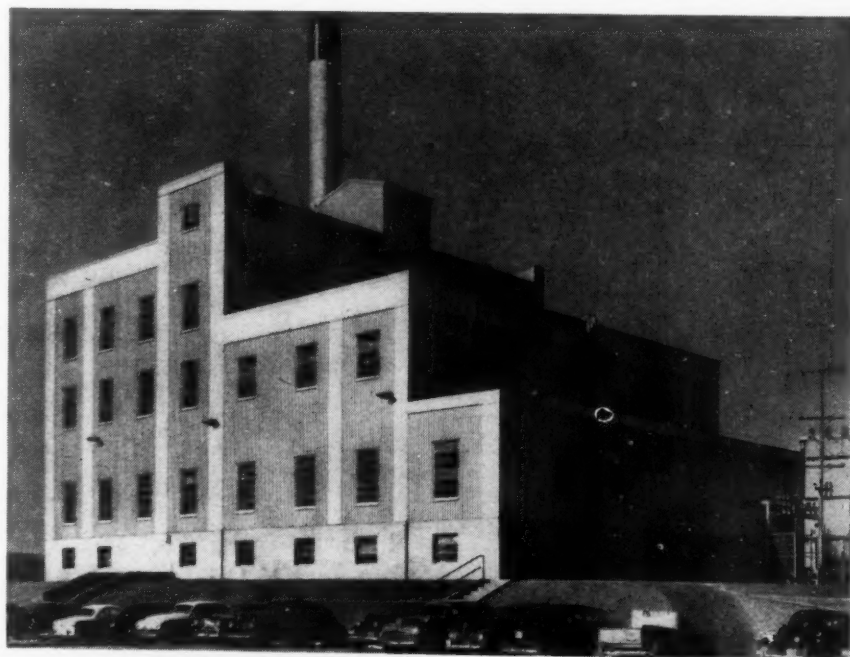
New York City, Pittsburgh, Chicago and other urban centers where skyscrapers are a thing of the future treat fire-resistant problems practically. Old rulings which forced use of 24-inch-thick walls in many buildings have been tossed out.

Two-hour resistant walls are acceptable; one-hour resistant walls in some areas. Block showed that outer walls do not bear the weight of multi-storied buildings, and stressed the fact that window openings void four-hour rulings, anyway.

Antiquated codes, which force use of masses of masonry for office buildings, are a problem in larger cities only. Ritchey believes that much of the future market for stainless steel exterior walls lies in commercial buildings outside congested business districts. But the dramatic and practical use of curtain walls in sky-



STEEL'S BROCHURE explains ease of cleaning exterior of stainless steel buildings.



LARGEST MARKET? It may be in steel-covered industrial and commercial buildings.

scrapers is worth the battle to keep building codes up to date.

2. Architects' questions: Architects had to be convinced that stainless steel panels are decorative and functional. Direct mail has been sent to more than 6,500 architects. Letters point out examples of architectural beauty and the utility of stainless steel walls—and roofs. Booklets give detailed information on cost, durability, strength, grade, gages, fabrication, erection, maintenance, availability and specification. For example:

Costs: "Because replacement and maintenance expense is eliminated when stainless steel is used, the ultimate cost is extremely low."

Durability: "There appears to be no limit to the life of stainless steel exposed to the atmosphere."

Of particular interest is a 32-page booklet with blueprints and technical information, titled "Steel Exteriors for Multi-Storied Buildings."

Each letter offers more information to the architect if he returns an enclosed card. Hundreds of answers are received and additional information supplied.

3. Building owners: "Show us," they say, and want proof that stainless steel is functional, decorative, easy to maintain, cost competitive. They receive the same information as architects do, with more stress on ultimate cost and ease of maintenance. Ritchey points out that accidentally-fractured panels can be replaced in units; cleaning is a matter of washing; durability is figuratively forever.

Block has a section of the stainless steel pilasters which were damaged in 1945 when an airplane crashed into the Empire State Building in New York City. Says he:

"The sheen of the stainless surface still can be seen under the coating of air-borne dirt, even after 20 years of exposure. Half this section has been washed with soap and water and the surface is remarkable—in as good condition as it was on the day the sections were installed."

4. Contractors' costs: U.S. Steel includes contractors in direct mail, answering questions about stainless steel panel use. They, too, receive booklets on curtain walls.

"A complete range of finishes is available for different types of architectural work," one of the booklets points out. "The ultimate choice depends on local conditions, type of building and, in many cases, on personal likes."

Contractors are shown how large panels can eliminate job-site work and labor costs. Panels are fabricated in shops under ideal conditions.

On one of the Gateway Center buildings the contractor paneled 17 floors in 15 days, which prompts any contractor to think about speedy erection and lower costs.

The only figures on construction costs with steel panel walls have been made available by Andrew Eken, Starrett Brothers and Eken, Inc., contractors. He estimates brick construction at \$5.40 a square foot, net wall area; stainless steel panel walls at \$6.80; limestone and brick at \$7.50; limestone at \$9.60. Included in the \$6.80 figure is \$2.10 for the stainless steel panels, \$3.10 for backing them up, and \$1.60 for erection, caulking and cleaning.

5. Fabricators' queries: Most steel fabricators are willing to take on new tasks if the product will sell. U.S. Steel had some panels made by experienced fabricators to see if there were any production wrinkles fabricators normally would not run into. They found none.

Panel cost to the consumer was determined by the fabricator. Few questions were asked, for fabricators estimate final product costs when they learn basic stainless prices. U.S. Steel obliged with these and then interested

66 different fabricators with this treatment:

Copies of advertisements in *Electrical World*, *Engineering News-Record*, *Factory Management and Maintenance*, and *Progressive Architecture* were sent to each fabricator. A letter, signed by U.S. Steel's district sales manager, explained that similar information is in the hands of "thousands of architects, engineers, designers and building owners to familiarize them with stainless steel panels.

"Note that the ad," the letter continued, "offers a copy of our new booklet 'USS 12 and 17 Stainless Steel Walls and Roofs for Industrial Buildings.' We expect many interested readers to ask for additional information which must be supplied by panel manufacturers.

"If you would like to have us send you copies of these lists, as well as copies of future advertisements on this subject to use in your own promotional work, please let us know."

Obviously, there was good response. Lists of those who show interest in stainless steel curtain walls are sent regularly to fabricators who request them. These lists enable them to follow up prospects who have contacted U.S. Steel.

"This market didn't open up until after World War II," says Ritchey, "but we see great potentials in it."



"Their idea of co-operative advertising is for us to pay the whole thing!"



What! No cat in the cracker barrel?

HERE is today's country store. In this one, farm families from an 8800 square-mile trading area select their food supplies from 3000 well displayed items.



The cat and the cracker barrel are gone . . . gone with the overhead ball of twine, the clutter of open bags and boxes, the vinegar drawn from a spigot . . . gone with the era of subsistence farming.

One out of every three of our modern supermarkets is located in a town under 25,000—where rural customers predominate. For the passing of the butter churn and soap kettle meant volume trade from modern farm fam-

ilies—and grocery operators place their stores where the business is big.

Retailers of *all* lines have met the new age in agriculture with better ways to serve agriculture's people

—with modern stores, new merchandising methods, preferred quality brands.

There is profitable volume in the new Rural America. The dealers are there, the products are there, the customers are there. Is *your* advertising working for *your* product in the farm family's own national magazine?

It is for many a manufacturer. Their investments in Country Gentleman have made it one of America's leading magazines in advertising volume,

Country Gentleman

**The family magazine for
better farming . . . better living**



The image shows the front and back of a form titled "ROUTE LIST" and "INACTIVE ACCOUNTS & DESIRABLE UNSOLD ACCOUNTS". The front side (top) includes fields for TERR. NO., SALESMAN, ROUTE NO., DAY, HOUR AT FIRST STOP, and DATE PREPARED. It features a table with columns for MERCHANT, STREET - NUMBER AND NAME, CITY AND STATE, MARK IF C.O.D., KIND OF BUSINESS, and CLASS STORE. The back side (bottom) includes fields for TERR. NO., SALESMAN, ROUTE NO., DAY, and DATE PREPARED. It features a table with columns for NAME, ADDRESS, KIND OF BUSINESS, CLASS STORE, and CALLS - BY MONTHS (U). The CALLS - BY MONTHS section has a grid for months J, F, M, A, M, J, J, A, S, O, N, D.

FRONT & BACK of the 8½ by 11-inch Heinz "Form 163."

Why Heinz Salesmen Like Their Route Control Form

1. It helps salesmen schedule a balanced day's work.
2. It provides a way for each salesman to grade accounts alike.
3. It cuts down tremendously on salesmen's paper work.

In the world-wide food empire of the H. J. Heinz Co., Pittsburgh, "57" is the magic number. But in the Sales and Distribution Division, "163" is magic, too.

To be exact, it is "Form 163." This is the form for the salesmen's route lists introduced by the big food processing firm in 1950 to provide an up-to-date schedule for systematic and effective coverage of active, inactive and desirable unsold accounts.

Despite some salesmen's aversion to detail, the route list has been readily accepted. Heinz salesmen, who contact all types of grocery stores, hotels and restaurants, find it helps to organize their daily work.

The Heinz route list wasn't dreamed up overnight. It had its origins more than 20 years ago when the first route list was used. That was a 4" x 6" loose-leaf sheet to fit the price book.

Some "bugs" developed immediately. The home office typed original lists, which provided only for territory, route numbers, and names and addresses of active accounts. These were retyped in the office every 6 months, although many times nothing was changed and there was no reason for typing a new form.

"Why not," reasoned Heinz management, "when a revision is necessary, fill in the form in longhand and

do away with the retyping job?" That sounded good but it didn't work out. It placed on the salesman the entire responsibility of keeping the route list. As he changed his route list from time to time, adding and inserting new names, it often became smeared and obsolete.

A different route list was devised and introduced about 12 years ago as the original Form 163. It listed accounts to be contacted each day, addresses, columns to denote if accounts were C.O.D., kind of business and store classification.

"That was a move in the right direction," one sales executive recalls, "but the information was still inadequate."

Stores were classified A, B, C or D but classifications were not sharply defined. A store might be classed A by a Heinz salesman and another store doing approximately equal annual volume would be classed B by the same salesman.

Can the manufacturers of HOME APPLIANCES learn something from successful industrial marketers?

The marketers of industrial products generally design their advertising to attract that segment of a magazine audience which has some interest in the product at that particular time. And they give those readers enough information, right in the ads, so that they can decide whether or not the product comes close enough to fitting their needs to justify further investigation.

They find this vastly more effective than advertising which seeks to make flash impressions on *everybody*, with the hope that the products and its features will be remembered at some future time.

Many appliances are to a home owner what industrial equipment is to a plant owner

We suspect that electric ranges, vacuum cleaners, washing machines—yes, even some smaller appliances such as electric fans and irons—usually are bought to do some job around the home, better, faster, and at reasonable cost. Yet, in leafing through the pages of the consumer magazines, note how many makers of products like these are running advertisements apparently designed to produce *general impressions* of quality and style, rather than to tell interested prospects what they want to know *now*.

Look at some. Do they tell you what you'd like to know if you were interested?

A bird on the table is worth two in the oven

As Pogo would say, maybe we're taking the wrong platitude. But last Thanksgiving our somewhat aging electric range delivered to the table an outwardly beautiful bird which the first incision revealed to be so woefully underdone that we didn't know whether to carve it or kiss it.

Back into the oven for another hour. Another round of cocktails saved the day (or did they?).

That evening we turned to the current issues of a handful of national magazines; looked at the electric range advertisements. There were some beautiful pictures. Four colors. Glowing descriptions of high styling.

But we searched in vain to find out what the dimensions were. You see, our kitchen, like many thousands of other kitchens, has built-in cabinets.

So we can't squeeze in a range that is any wider than 36 inches. In fact, it would look pretty silly if it were much less than 36 inches. But did the ad give us the slightest clue as to width? No.

Did they tell how high they come, or whether or not they are adjustable to different heights? No.

Did they tell us whether or not the deep-well converts to a top burner? Nope.

How about insulation? Except for glittering generalities, we found nothing to indicate whether or not they are using the latest developments in insulating materials and oven construction. They *must* have made tests that show how their present insulation performs in comparison with their earlier models, or competing ovens.

What's the news on heating elements? We dimly recall having previously seen a big splashy advertisement announcing a new heating element that is "just as fast as gas." But there was nothing in any of the current advertisements that referred to this.

We'd like to know about these things. But we're blessed if we're going to pound around from store to store to examine *all* of the eight or ten different makes that are available. Neither is Ma!

If they're counting on retail salesmen to explain these things—heaven help them!

Surely, many executives in charge of the sales of electric ranges must have been reading the SALES MANAGEMENT articles, "Adventures In Shopping." Surely, poor retail salesmanship is granted to be a serious problem today.

So, why not let advertising tell interested prospects many of the things the retail clerk will most likely forget to describe; or just be too doggedly disinterested to mention.

One cannot study those "Adventures In Shopping" articles without concluding that millions of consumers, irritated and dismayed at the stupid or indifferent treatment they get at the point of sale, would like to be able to do a larger portion of their preliminary selecting through information available *prior* to final examination at the point of sale.

But, not a single range advertisement told us the things we wanted to know. No one offered a booklet covering the kind of information that might be appreciated by that growing host of

people who have to think twice before they buy anything that costs more than ten bucks!

There are ways to experiment with these ideas without disrupting planned programs

Maybe "informative advertising" techniques should be experimented with in, say, the farm journals, covering areas where it is not quite so easy for Ma to get into town and where, perhaps, she would have to go to three different towns to look at five different ranges. She would probably be happy to pay a dime to get a booklet from a manufacturer whose advertisement had been informative enough for her to conclude that his product was one of the candidates for her final selection.

Then, as is done with industrial products, the manufacturer would notify the local dealer and he could at least gamble a phone call to Mrs. Farmer and find out if he could be of help.

We often hear industrial advertising men allow as how maybe they could learn something from consumer advertising techniques. But couldn't it be the other way around, at least, as far as hard goods are concerned?

We certainly wouldn't suggest trying to revolutionize methods already showing tangible evidence of paying their way. But we can't help wondering if there isn't some room for limited experimentation with industrial advertising techniques; perhaps in test cities at first; perhaps just on certain lines or in certain markets. Wouldn't it be interesting to find out whether or not there is something to be gained from the vast fund of successful industrial marketing experience? Maybe profitable too.

Want to check standard industrial marketing procedures against your own operation?

We have prepared a check list covering 8 points that are Standard Operating Procedure to the experienced industrial marketer. Perhaps you are already employing some or all of these methods in your own selling, advertising and merchandising. Perhaps some of them wouldn't fit. Perhaps one or two would help you in some small measure to cope with the mounting sales costs that today threaten profit margins everywhere.

This list is entitled, "You Can Sell Anything In America—But At What Cost?" We'll be glad to send a copy to any manufacturer who is interested.

The SCHUYLER HOPPER Company
12 East 41st Street, New York 17, N. Y.
LExington 2-3135

MARKETING • ADVERTISING • SALES
"Advertising that sells by helping people buy"

The war period further reduced value of the original Form 163. Gasoline rationing prevented some salesmen from following the routes they had planned. As salesmen failed to keep up their lists they lost interest in them. So did their supervisors. Coverage of territory was not as systematic as the home office would have liked it to be.

That's when Heinz management began to analyze weaknesses of the form then in use and to set objectives for a new route list. One of the principal objectives of the new form—and it has worked out successfully—was to get back to closely following routes.

The first step was to bring the lists up to date and to install a system to keep them current. The second step was to revise classifications. The route list now carries a code for classifying grocery accounts according to size: If the number of full-time employees is 86 and up, AAA; 31 to 85 employees, AA; 11 to 30, A; 5 to 10, B; 3 or 4, C; 2, D, and 1, E.

Form 163 is filled in on both sides but when spread out in a 4-ring binder notebook it opens up so that the page headed "Inactive Accounts and Desirable Unsold Accounts" is on the left and the "Route List" for active accounts is on the right.

Active accounts are listed separately because the salesman calls on them every time he works the route. Normally, inactive accounts and desirable unsold accounts are contacted every other trip; they are summarized each day on the route list. This gives the salesman more latitude than he had under the old system to select the accounts to be contacted each trip. By checking the months during which he calls on each of these accounts, the salesman is better able to regulate call frequency. When the account is sold it is transferred to the active

account listing on the right-hand page of the route list.

The principal purpose of the route list is to make it easier for the salesman to set up a daily schedule for his territorial responsibilities. The objective is to complete all active accounts.

To help bring route lists up to date, the home office provides each salesman with a list of ledger accounts on 3" x 5" cards. He then prepares one handwritten copy of the routes

Leaders have often been prone to judge the importance of any industrial enterprise by its size . . . but the true measure is the continuous and consistent profit.

From Sales Engineering
By Bernard Lester

on revised Form 163 and returns the cards to the home office.

A worksheet outlines office procedure for revising route lists. Step 1 is preparation of the 3" x 5" card for each account, showing territory number, customer's name, address and the designation A or I, to indicate active or inactive.

The manager or district supervisor then delivers the cards to each salesman, together with a sufficient supply of Form 163 for preparation of one handwritten copy of an up-to-date route list for his territory. This direct contact has a distinct advantage. It gives the manager or supervisor an opportunity to show the salesman how to fill in and use Form 163, and how to use Form 163, and explain:

...The advantage in separating

active accounts from inactive accounts and desirable unsold accounts.

...The importance of scheduling calls so that each route represents a balanced day's work.

...The importance of following the schedule after it has been established.

...The importance of doing an effective selling and merchandising job in each store.

...The importance of exploiting unsold trade.

...The desired frequency of calls for accounts in various classifications.

The salesman then prepares an up-to-date route list, complete except for the column headed "Class Store," which is left blank. On the first trip through his territory, the salesman classifies each grocery account by the number of full-time employees in the store. Hotel and restaurant accounts are identified with the letters "H" and "R" and are not broken down as are the grocery accounts.

When classification is completed, the revised route list is sent to the home office for typing. After the list is approved by the manager it is typed in triplicate: original for the salesman, duplicate for the supervisor and triplicate for the home office. At 12-month intervals the home office brings 3" x 5" cards up to date and forwards them, with the office copy of Form 163, to the salesman for revision.

How is the route list working out? It has proved highly successful, both from the standpoint of the company and of the 1,500 salesmen who cover 30,000 separate routes.

Each salesman knows, each day, just where he is going, and this takes the guesswork out of his daily routine. It is helpful to the salesman to keep track of inactive accounts and desirable unsold accounts.

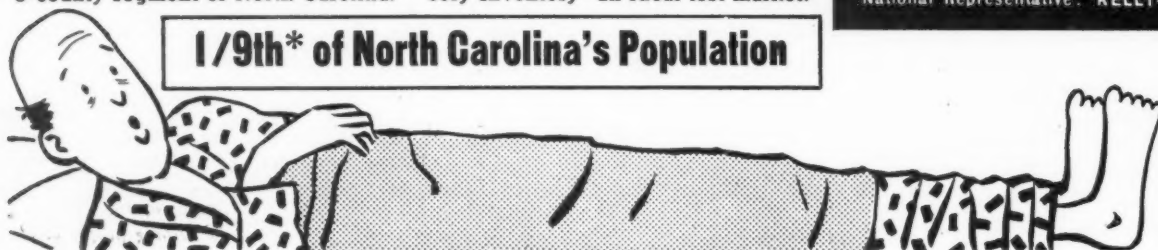
You CAN'T Cover North Carolina Without the...

The Winston-Salem JOURNAL & SENTINEL are the ONLY papers completely blanketing an important 9-county segment of North Carolina.

The Winston-Salem JOURNAL & SENTINEL are the ONLY papers in the South offering a Monthly Grocery Inventory—an ideal test market.

WINSTON-SALEM JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

1/9th* of North Carolina's Population



*FOOT NOTE
Nearly one-half million persons according to Sales Management 1952 Survey of Buying Power

about Lennen & Newell?

ABOUT US...HERE'S HOW WE SEE OURSELVES

With them at management level, and with equally deep roots historically, are such able men as John McQuigg, Walter Swertfager, John Monsarrat, and Thomas Butcher.

Such outstanding creative men and women as Maitland Jones, Hans Sauer, David Boffey, Ruth Cerrone, Carter Cordner, John DeNero, Beverley Ellis, Robert Hurd, James Maloney, McClintic Mitchell, William Weber, Thedor Ziesmer.

And such able executives and department heads as Myles Baker, Chas. Brocker, Winston Butz, Dan Daley, Del DePierro, Thomas Doughten, Shirley Estey, Hugh Foss, Todd Franklin, Nicholas Keesely, Stephen Kenyon, Peter Keveson, Edward Knauff, Parmelee Lyman, Michael Madar, William Martin, William Newton, Robert Owens, Catherine Parker, Benjamin Potts, Chris Sante, Jack Sheldon, John Speirs, Jackson Taylor, Arthur Ude, Kenneth White, Thaine Youst.

A long time ago Phil Lennen wrote a famous advertisement headed, "Find the Man."

In it he pointed out the overriding importance of *people* in an advertising agency—the rarity of genuine talent—and the magical reward for finding it.

We feel that Lennen & Newell, Inc. has been more than fortunate in "finding the man."

That's about what we would like to give you—mostly on the human side—about Lennen & Newell, Inc.

We have skipped the usual details about standard agency features and services. We have them all, and would be happy to tell you about them.

One other difference

But here we would like to mention one other respect in which we are different from any other agency we know.

Although our annual billing of over \$30 million puts us in the top fifteen agencies, we have no insurance or institutional business. No automobile or household appliance business. No soft-drink business. No soap business, and only one food account.

Yet, we have an experience—and a record of success—second, we believe, to no other agency's in these important fields.

Someday, of course, we should like very much to be represented in each of them. Right now, however, we are busy absorbing the \$10 million new billing acquired in the last three months. We are not looking for new clients—and, as a matter of fact, will not be for the next six months.

In the meantime, if you should want to learn more about us as a matter of general interest, we should be happy indeed to meet with you.

LENNEN & NEWELL, Inc.

NEW YORK CITY • 17 East 45th Street

DETROIT • 1720 Book Tower

BEVERLY HILLS • 308 North Rodeo Drive

LENNEN & NEWELL, Inc.

Accounts

ATLANTIS SALES CORPORATION
Food Products

CALVERT DISTILLERS CORPORATION
Calvert Reserve Whiskey
Carstairs White Seal Whiskey
Calvert Gin

THE CARLTON HOUSE
Ritz-Carlton Restaurants

CHICOPEE MILLS, INC.
(subsidiary of Johnson & Johnson)
Chix Baby Products

Lumite Division, CHICOPEE MILLS, INC.
(subsidiary of Johnson & Johnson)
Woven Saran Insect Screening
Woven Saran Fabrics

COLGATE-PALMOLIVE-PEET COMPANY
Lustre-Creme Shampoo
Lustre-Creme Hairdressing
Lustre-Color

DOROTHY GRAY, LTD.
Dorothy Gray Cosmetics

THE EMERSON DRUG COMPANY
Bromo-Seltzer

LEHN & FINK PRODUCTS CORP.
Lysol Brand Disinfectant
Peb-Ammo

P. LORILLARD COMPANY, INC.
Old Gold Cigarettes
Embassy Cigarettes
Muriel Cigars
Headline Cigars
Briggs Pipe Mixture
India House Pipe Mixture
Beechnut Chewing Tobacco

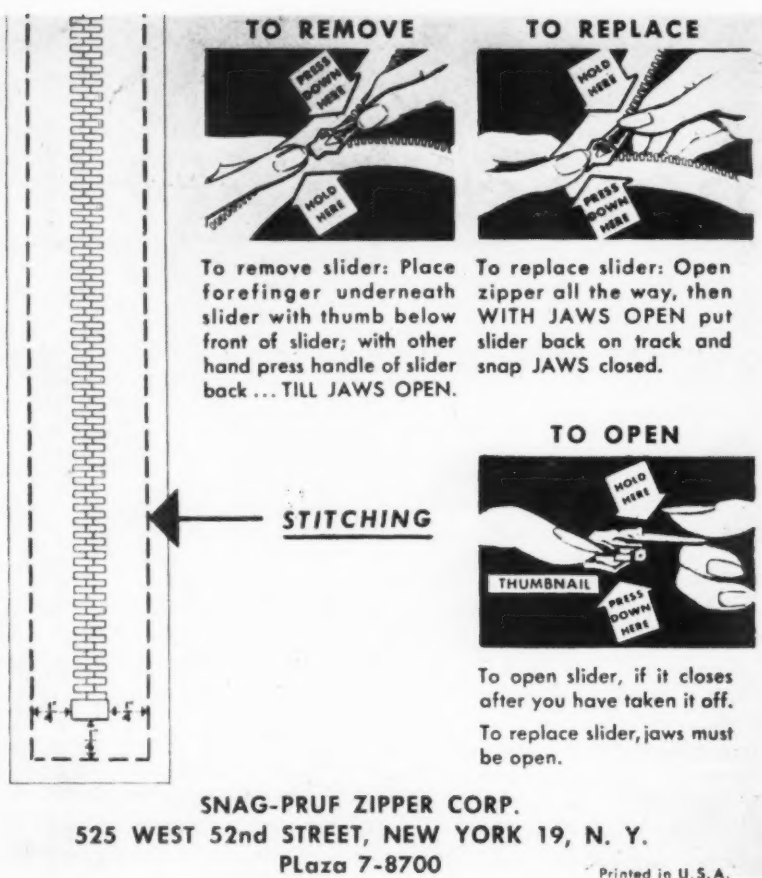
JOS. SCHLITZ BREWING COMPANY
Schlitz Beer

SCRIPPS-HOWARD NEWSPAPERS

SWEDISH AMERICAN LINE

TIDE WATER ASSOCIATED OIL COMPANY
Tydol Gasolines
Veedol Motor Oil

UNITED AIRCRAFT CORPORATION
Pratt & Whitney Aircraft Division
Hamilton Standard Division
Chance Vought Aircraft Division
Sikorsky Aircraft Division
and exports subsidiary, United Aircraft
Export Corporation



HOW IT WORKS: Snag-Pruf's promotion to consumers is built around use-information. Promotion of the Snag-Pruf brand name is just now being started . . .

Will Snag-Pruf Unzip Competitors' Markets?

A revolutionary new zipper, on the market only since February, is now used by 300 manufacturers. Prediction: It will intensify sales efforts in a \$100-million industry.

BY ETNA M. KELLEY

File away for future nostalgic reference your favorite story about the zipper that jammed at the wrong moment. Balky zippers are on their way out. They are being supplanted by Snag-Pruf, a zipper with a removable slider. If it gets stuck, you snap off the slider and remove the thread or cloth caught in it, put it back on the track, snap it down—and it functions perfectly in seconds.

Peter Gladstone, executive vice-president, Snag-Pruf Zipper Corp., New York City, believes that every-

body has had at least one awkward bout with a zipper, judging by the stories that flood into his office. Though the company has brought production up from 70,000 a day, the rate four months ago, to 300,000 a day, supply still lags far beyond demand. More than 300 manufacturers are now using it on their products. With industrial users and retail outlets clamoring for the item, the company is in the driver's seat, but it is building for the future with aggressive and intense advertising

and sales promotional campaigns.

Until August, when Marshall Field & Co. offered the line to home sewers, in the store's notions department, the firm's entire production went to such manufacturers as Ely Walker, Jonathan Logan, Ritmor Sportswear, McKettrick-Williams, Betty Hartford. At the moment, Snag-Pruf is in the enviable position of having its users willing and eager to promote the brand name in their own advertising, indicating a "plus" for the product—much as garment manufacturers feature the Durene and Sanforized trademarks in connection with their advertising.

Snag-Pruf, which is nothing more than a removable slider tab, is the invention of a naturalized Danish engineer who worked in a U.S. war plant. Having been told of the difficulties aviators sometimes had shedding their zipper-fastened jackets before parachute descents, he experimented and developed the removable slider. He sold the patents in December, 1950, to a manufacturer who adopted the name Snag-Pruf Zipper Corp., and put the line into volume production in February, 1952.

Production up to now has been confined chiefly to the No. 3 size, commonly used industrially by manufacturers of men's, women's, and children's wear. A larger size, No. 5, for outerwear, is now in production. Eventually the company will produce a complete line, from tiny No. 1 up to No. 10, for tarpaulin covers and other industrial uses.

The development has come at a bad time for other zipper manufacturers, whose \$100-million industry has been in the doldrums along with other sectors of the textile world. Though the price of Snag-Pruf to industrial users (7½¢ up to 60¢ depending on size) is a little higher than that of conventional zippers, garment makers have not objected to the differential. The retail price, 25¢ to \$1, is about the same as that of other lines sold across the counter.

Snag-Pruf's executives believe that approximately 10 million garments manufactured in the U.S. will be equipped with the fastener by the end of this year. Business comes in practically through windows and over transoms. One customer bought \$133,000 worth recently. Aldens, Inc., the mail order house, specifies that zipper fastenings on most of its wearing apparel be Snag-Prufs. Sears, Roebuck, Montgomery Ward, Lane Bryant, and Spiegel all recommend its use by their suppliers. Spiegel offers it as a notions item in its catalog.

As mentioned earlier, Snag-Pruf is

SALES MANAGEMENT

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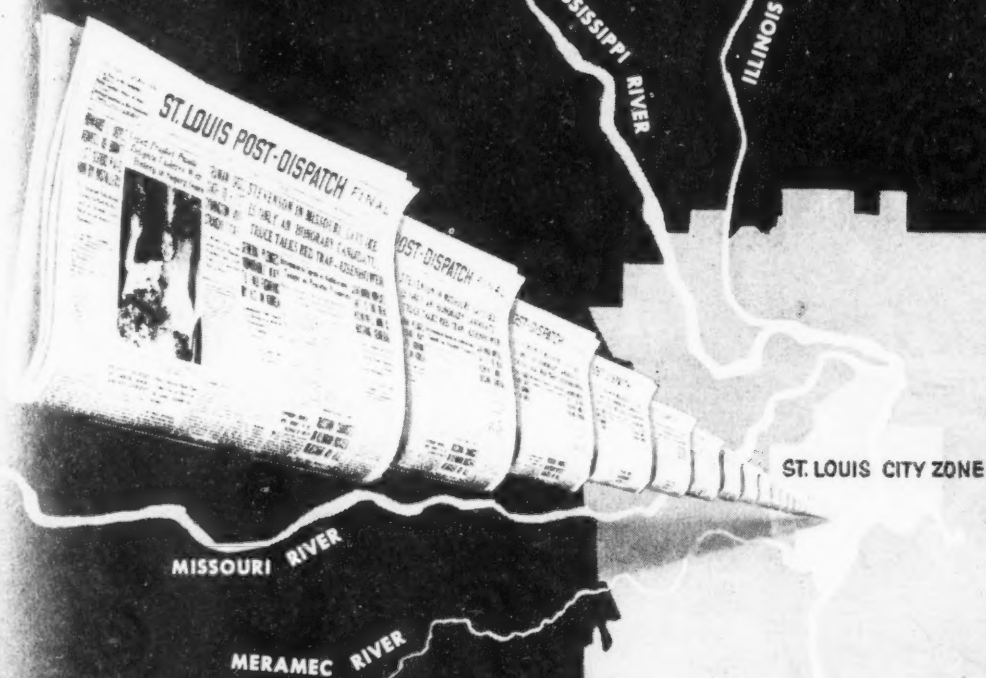
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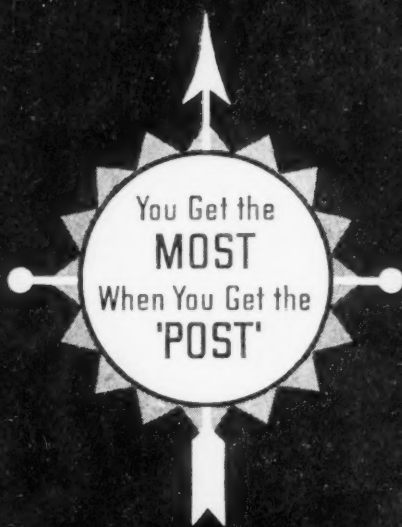
EMENT



The St. Louis Post-Dispatch is the dominant influence in the important industrial and retailing market of St. Louis.

In the heart of the Central Mississippi Valley, this newspaper offers you the most thorough and most economical coverage available of this highly productive area.

ST. LOUIS POST-DISPATCH





CALL IT Influence

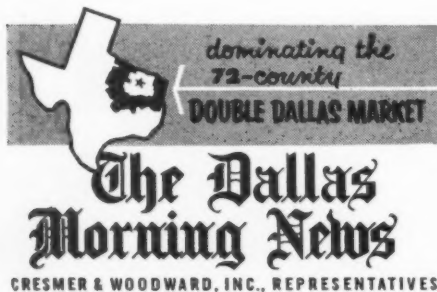
... the strong
persuasiveness of
THE DALLAS NEWS

"I don't care, The News says rain!"

- No man ever considered that "love, honor and obey" would translate into his carrying an umbrella. But in North Texas, where The News holds sway, he may as well be resigned to his wife's insistence when she has read it in The Dallas News.

- Call it influence... it's the added dimension to print that comes of reader trust and confidence, a force that carries over to advertising in The News.

- Throughout the 72-county Double Dallas Market, home to more than a third of Texas' population, The News is the respected friend and adviser. Your sales story in The News goes to this nearly four-billion dollar market with merchandisable coverage — with the incisive impact of a wife's suggestion.



building for the future, conducting a lively merchandising campaign. As each new, large manufacturer adopts the fastener for a line of garments, the company publicizes that fact in its advertising copy in business papers and in direct mail. A recent advertisement in the series shows the tie-in with Ely Walker. Some of the advertisements in the series use testimonials, in the form of quotations or letters from executives of these user firms. Often an executive's photograph is reproduced as an illustration. "McKetrick-Williams orders 1,000,000 SNAG-PRUF Zippers!" is the headline in a typical advertisement in the series, with a reproduction of a photograph of Irving Stempel, McKetrick's president. Stores featuring McKetrick fashions (and, by implication, Snag-Pruf zippers) were listed in the advertisement.

Ads Run Where?

Business papers used are *Women's Wear* and *Daily News Record*. The company is just beginning to advertise to consumers, its first one-third page having appeared in the October issue of *Good Housekeeping*. Cooperative retail advertising is also used. Mervin and Jesse Levine, Inc., is the advertising agency.

Realizing that competitors will not accept this threat without a struggle, Snag-Pruf's management is making every effort to forestall possible criticism that the fastener has bugs in it, or that it is difficult to use. Actually, though it is as simple to detach the slider as it is to unpin a safety pin, there is a bit of a knack to it. Directions for the operation are printed on informative tags and on giveaway sheets for point-of-purchase use. And, as the line is put on sale in a store, there is a combined promotional and educational campaign, accompanied by considerable fanfare. The program calls for city-by-city introduction, with details handled by The Merchandise Group, an agency that acts as liaison between department stores and manufacturers.

Here is what happened the week of September 22, when the line was introduced at The May Co. department store in Cleveland: Advance news releases had been sent to the local press, with full realization that the news value of the innovation would insure coverage. The May Co. sent announcements to members of sewing clubs. On Monday morning of the week of the promotion, the store published a 60-inch advertisement in the *Cleveland Plain Dealer*.

The zipper was promoted extensively through displays, including one in a window of the Euclid Avenue side of the store. This consisted of three 26" x 32" panels, one showing fabric caught in a zipper the second showing how the snagged fabric can be removed from the detached slider, and the third showing how the slider can be put back on the track.

There were three separate main floor displays and demonstrations. Signs calling attention to the zipper were placed strategically throughout the store: in front of escalators; in the fabric, sewing, women's ready-to-wear and notions departments; on the main floor and in the basement; in front of store entrances. Beside the displays were stands with zippers attached, so that women could manipulate them. A saleswoman stood by to help them, and to demonstrate the device. After each demonstration, customers were referred to the counters where the item could be purchased. The main object was to get women to try the zipper themselves, utilizing the well-known principle that the person who manipulates a mechanism "sells" himself. As educational tools, there were printed instruction sheets with directions for removing and replacing the slider, and for sewing the track tape (since it is necessary to leave space at the end of the track for the slider, to permit easy removal).

180 Competitors

What the innovation will do to the industry as it now exists is anyone's guess. The industry's \$60-million volume in 1939 has risen to more than \$100 million and should go higher when the current (textile) recession is over. Ten years ago there were only a few zipper manufacturers in the field. At the beginning of this year there were about 180.

Though Snag-Pruf executives make no predictions, it is easy to see that the industry will eventually become stabilized, taking into account the new feature.

And how will the transition period affect Mrs. Consumer? For one thing, she can get out of her closet the estimated two or three garments now immobilized by jammed zippers; use a screw driver to remove the sliders and replace them with Snag-Prufs. No ripping and sewing will be necessary. We can expect to see on sale cards or boxes with three (or two or six) slider tabs sold separately, in addition to the conventional track-and-tape with slider attached.

SALES MANAGEMENT

NOVEMBER 9, 1952

The AMERICAN WEEKLY



UP IN NEW AND INCREASED
ADVERTISING LINEAGE!

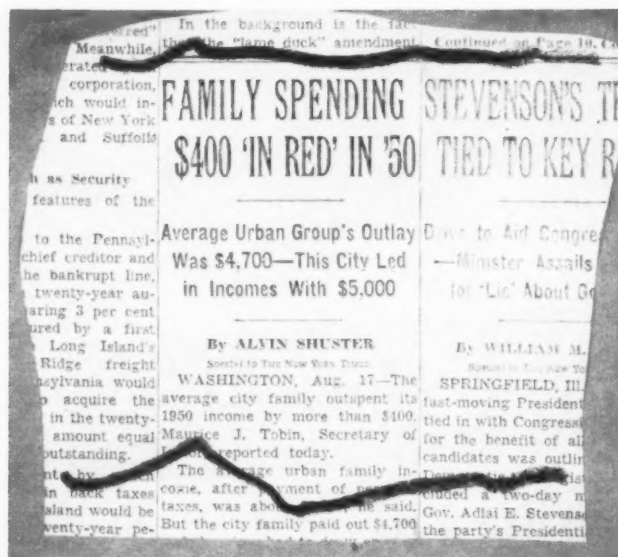
KRAFT FOODS, in addition to Cheese, punches hard with color pages on Parkay Margarine . . . **ADMIRAL CORPORATION** signs for a series of color pages every month starting October . . . **EKCO PRODUCTS** calls for a series of hard-hitting units . . . **JOHNSON & JOHNSON** begins a major color campaign in September on their new BAND-AID Plastic Strips . . . **H. J. HEINZ** starts a new campaign on their complete line of baby foods . . . **GENERAL MILLS** increases their use of The American Weekly with base color schedules on Gold Medal Flour and Cheerios . . . **CAMPBELL'S** Pork and Beans with half pages in color . . . **THE MENNEN COMPANY** contracts for \$80,000 worth of American Weekly space for the last quarter of 1952 . . . **STERLING DRUG, INC.**, Centaur Caldwell Division adds third product with a consistent schedule . . . **SWIFT & COMPANY** is running six major product campaigns this year . . . **COLGATE-PALMOLIVE-PEET COMPANY** adds to their present major expenditure, full schedules on two new products . . . **PILLSBURY MILLS, INC.** comes in with an ambitious schedule of color spreads and pages featuring Duff Mixes . . . **GENERAL FOODS CORPORATION** supports two major products with Weekly space for the last quarter of 1952.

... THAT'S ENTHUSIASM!

N. Y. Journal-American ★ Philadelphia Bulletin ★ Pittsburgh Sun-Telegraph ★ Portland Oregonian ★ St. Louis Globe-Democrat ★ St. Paul Pioneer Press
San Antonio Light ★ San Francisco Examiner ★ Seattle Post-Intelligencer ★ Syracuse Herald-American ★ Washington, D. C. Times-Herald

NOVEMBER 1, 1952

This started the ruckus . . .



. . . but here are the facts

Department of Labor made an error in arithmetic so that the so-called "overspending" was \$250, to begin with, instead of \$400.

Labor published a correction stating, "A conclusion that urban families as a whole were over-spending their income for living expenses is unwarranted."

Survey was not intended to measure savings . . . but if it were, it could not be an all-family average because . . .

Savings of people in \$10,000-plus bracket were excluded from survey.

Anyway, Labor and other Federal bureaus disagree on what is an "expense" and what is a "saving."

Solved: Mystery of the \$400 Deficit

BY JEROME SHOENFELD • Washington Editor

Recently, the worst thing that can happen to a group of statisticians befell those in the U. S. Department of Labor. Their report made front-page. It seemed to show something, which the Republicans in a political campaign could pick up with a tone of "You see?" forcing the Democratic Administration to "interpret" to the point of disavowal.

The Labor Department is redoing its price index, and so canvasses what people buy and what they pay. An index must relate to families in definite income brackets, so the Department checks not only what is spent but what is taken in. With both figures in hand, it is virtually reflex action to compare them and to say that, with so much earned and so much spent, the difference was saved or drawn from the bank or borrowed.

As first published, the "average" urban family income after taxes in 1950 was \$4,300 and the outlay \$4,700. "In all," said Labor, "families paid out about 6% more in 1950 than they had current income available for spending after paying taxes amounting to 7% of their total incomes." (The correct percentage on these figures was 9.2%.)

The figures did not click with anything in the vast library of either private or public statistics. SALES MANAGEMENT (See "Are Families Overspending?" Sept. 1, page 21, and "Savings, Not Overspending," Oct. 1, page 21) was among the first to catch the discrepancy; it suggested that taking insurance payments as expenditures made for error, while the familiar failure of people to disclose the true amount of earnings helped to increase the "deficit." Both guesses proved accurate, as Labor subsequently admitted. Meanwhile, Republican orators jumped on the figures as proof that voters were not so prosperous as the Administration claimed; the Administration preferred to defend prosperity rather than the work of its employees.

Labor published an apology, labeled "Survey of Consumer Expenditures in 1950: Interpretation and Results" which said: "A conclusion that urban families as a whole were greatly overspending their income for living expenses is unwarranted." (Labor emphasis) That the conclusion was warranted for the brackets near \$4,300 was not explicitly denied.

The apology was in press, unfortunately,

before Labor's statisticians caught something that alone accounted for a good deal—a mistake in arithmetic. Expenditures should have averaged \$4,550, not \$4,700, thereby reducing the deficit from \$400 to \$250. In expiation, the Department made these reservations about its figures:

1. The Survey had been "misinterpreted" and had not been intended to measure savings. However, the Department's first document, as quoted above, had said that families were spending above their incomes.

2. As mentioned in SALES MANAGEMENT, experience shows that income is under-reported by the people interviewed.

3. Again as mentioned in SALES MANAGEMENT, insurance payments were treated as expenditure. The city-by-city table shows that a shift from expenditure would have eliminated the deficits.

4. The savings of top bracket families, known to account for a large fraction were omitted. People in the \$10,000 bracket were excluded. Yet, the result was taken as an average.

The apology did not mention how housing costs were treated but statis-



A popular "carry home" package

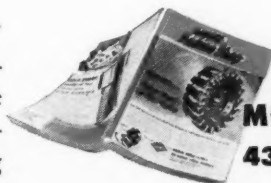
Wherever . . . whenever . . . busy production executives have a few minutes for reading metalworking facts and features, there you will find MODERN MACHINE SHOP. This authoritative publication goes out in the shop and a great many copies go home for careful reading of editorial material *and* advertising.

To readers, it's a handy-to-carry-and-read "package" of the latest information on metalworking methods and equipment. The contents range all the way from a four page article that minutely examines a specific plant's methods to a four line item on new equipment.

To advertisers, it's an economical "package" which delivers a selling message *direct* to production executives, men who buy or influence the buying of equipment and supplies for literally thousands of the country's metal working plants.

With over 40,000 circulation, MODERN MACHINE SHOP reaches more of these important buying factors *than any other publication in the metalworking field*. As a matter of fact, MODERN MACHINE SHOP's "plant circulation," 28,000 individual plants receiving one or more copies, is larger than the total circulation of many "leading" metalworking publications.

Put your money where your market is. Send your advertising "out in the shop" with MODERN MACHINE SHOP for maximum readership *and* results.



MODERN MACHINE SHOP
431 Main St. Cincinnati 2, Ohio

CCA

NBP

SELL NEW HAVEN

Since 1683 New Haven has progressively advanced, yet maintains all of the characteristics and habits of New England.

... and you can

SELL NEW ENGLAND

New Haven is New England. We will be glad to explain completely.

New Haven Evening Register.
ESTABLISHED 1877
LATELY REORGANIZED
BY THE NEW HAVEN EVENING REGISTER CO.
PUBLISHED DAILY
EXCEPT SUNDAYS AND HOLIDAYS
50 CENTS PER COPY
\$1.00 PER WEEK
\$3.00 PER MONTH
\$10.00 PER QUARTER
\$25.00 PER YEAR
In Advance
Subscription Office
1170 Broadway, New York 1, N. Y.

The New Haven Register

Represented Nationally by
Julius Mathews Special Agency

More Effective... More **SEL**lective



1170 Broadway • New York 1, N. Y.

ticians state that they do not enter principal payments into expenditure.

There is another point which might be made. If you survey income and expenditure, you're almost bound to go wrong in deriving "savings" from the results. Small mistakes will be compounded. It's a matter of leverage. Suppose you actually had \$5,000 income and \$4,500 expenditure, but in taking count forgot about \$500 which had been spent, leaving \$1,000 savings. Although expenditures are understated by 11% only, savings are doubled. The virtually unavoidable statistical inaccuracies in reporting income and outgo turn into whoppers when they are taken over into savings.

Three Agencies report on savings: Commerce, Securities & Exchange Commission, and the Federal Reserve Board. Their methods differ from each other and from Labor's.

How Commerce Figures

Commerce: The 1950 total of individual savings was \$11.23 billion. The figure can't be divided by 48 million in order to derive a little more than \$200 savings per family, as compared with Labor's deficit. It includes too much that has nothing to do with families. There are the possessions of the unmarried, changes in the net worth of unincorporated business concerns and of farmers, accumulations in pension and other trust funds—for instance, those of many business concerns and of the United Mine Workers.

Assets consist of liquid funds, as calculated by SEC, inventories and other property of partnerships and of farmers, equities in homes. The increased equity in homes, after depreciation, approximated \$9 billion. Except for housing, durable goods, automobiles included, are expenditures.

The figures come from such business records as payrolls, dividend payments, retail sales, etc. That's why they cover so much ground not ordinarily thought of as "personal saving."

SEC: This Agency offers two calculations of savings: the first consisting of liquid funds only and the second, called "gross savings" which include not only the equity in homes but automobiles, vacuum cleaners, TV sets, etc.

For 1950, liquid savings were \$1.56 billion. The total is determined by finding the change in outstanding securities, estimated individual bank deposits, instalment debt, etc. The debt incurred when you buy, say, a vacuum cleaner is expenditure and

the repayment savings. Purchase and payment during a single year makes no change in the financial balance and, in effect, becomes merely a change in the form in which assets are held and, therefore, neither savings nor expenditure. The same thing would happen if the appliance were purchased from savings deposits, which subsequently were made up.

For 1950, SEC found that liquid savings totaled \$1.5 billion. Equities in homes increased \$12.6 billion and in other durable goods \$29.2 billion. Total gross savings were \$43.2 billion.

This last total means little since SEC does not take account of the fact that things wear out and for a good reason—it's too hard to estimate what depreciation of personal property should be. On the other side, the Agency counts only hard goods as savings, even though the linen closet is just as much part of the estate.

Reserve Board: Like the Labor Department, the Reserve Board gets its information by questioning families. But, Labor includes as part of a family the self-supporting children still living at home; the Board doesn't. On face, there is no way to determine the effect of this difference, which for dozens of reasons can be argued both ways.

For the Board, everything is expenditure except insurance and payments on the house. All life insurance payments are taken as saving. But the Board doesn't merely compare income and outgo, it asks for the changes in each kind of liquid property: cash, securities, insurance, etc. The savings figure must check with the difference between receipts and expenditures.

SEC Estimates

In 1950, the Board came out with \$14 billion saved. SEC, using a completely different method, found that increases in liquid funds, plus real estate, had gone up \$14.1 billion. This close check for one year is neither collusion nor proof of accuracy and, far from pleasing, worried the statisticians.

From all this, it is evident that the Labor Department made some boners, but that there is no clear standard with which to compare its findings. Labor statisticians, with many in other agencies in agreement, continue to believe that lower and middle bracket families were close to the border in 1950, if increases in material possessions are not counted. These, of course, are the bulk of everybody's wealth.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives

The New Jersey Market: Latest available data, compiled by the *Newark News*, covering Newark and sub-urbia Essex County, ABC City Zone, northern county trading area, the State of New Jersey and U.S. totals. Newark-Essex, according to the report, is the nation's 11th most populous city-county . . . third richest per family. Figures include: population (in age groups); family groups (households, occupied dwelling units, families); retail sales (1951); buying income (1951); sales potentials; passenger cars. There is a handy work sheet of latest market data from authoritative sources . . . all tabulated for a quick look at the top volume markets of America. Newark-Essex County, ranked across the country, is one of the nation's 9 city-county areas with \$2 billion or more buying income; 3rd richest in incomes per family. Ranked against the 162 U.S. multi-county metropolitan areas, it stands 15th in population. Write to Tom Kenney, Promotion Manager, *Newark News*, Newark, N. J.

The Dallas Southwest: 1952 business data sheet compiled by the Industrial Department of the Dallas Chamber of Commerce, giving a county and state breakdown of population, retail sales, wholesale sales, value added by manufacture, net effective buying income, number of families, number of dwelling units, motor vehicle registrations, bank deposits, per family buying income, farm income, largest city in each county (population, percent change 1940-1950), sales quota estimate. Available, too, is a 3-color map, giving states and counties in outline form. Each county name and population is shown, with 1951 retail sales (SALES MANAGEMENT estimates) indicated by 7 different size circles. All towns of 1,000 population or more are located on the map, and each town of 10,000 or more population has name and population shown. Dallas is centered to concentric circles on a 100-mile radius

basis. Included is a monograph on primary and secondary markets of Dallas within and around The Dallas Southwest. It shows the states served from Dallas by 227 local and national firms, for producer and consumer products, by general commodity categories, and for sales offices, warehouses and manufacturing plants. Write to Thomas W. Finney, Manager, Industrial Department, Dallas Chamber of Commerce, 1101 Commerce St., Dallas, Tex.

An \$18-Billion Natural Market: Report on pollution control from *Chemical Engineering* and *Chemical Week*. It's a "plan ahead" market: According to the U.S. Public Health Service, at least \$12 billion must be spent in the next 10 years to preserve the industrial and domestic water resources of the nation. Subjects covered: stream pollution, industrial wastes, air pollution, smog. There are flow sheets telling the story of chemical process industries, waste treatment methods (petroleum, rayon, chemicals, tanneries, cosmetics, metallurgical, pulp and paper, cotton textiles, wool textiles); what air pollution equipment process industries are buying; what chemicals are applied in industrial waste treatment. Write to F. E. Lesner, Manager, Promotion-Research, *Chemical Engineering* and *Chemical Week*, 330 W. 42nd St., New York 36, N. Y.

TV Market in N. Y., N. J. and Conn.: Survey of set-owning families conducted by *TV Guide* magazine. Composition of the TV family is analyzed as to income, bank accounts, home and car ownership, etc.; and buying habits of 400,000 families are broken down into these categories, among others: liquor preferences, smoking, weekly food budget, department store accounts. Write to A. J. Segal, Advertising Director, *TV Guide*, 251 W. 42nd St., New York 36, N. Y.

THE QUAD-CITIES

82nd in POPULATION
among Sales Management's
162 Metropolitan Areas

All people are consumers. But quality people are better customers. The depth of quality in the Quad-City market is an outstanding asset of 240,500 people who live here. Good ancestry, fine geographical location and diversified means of livelihood all contribute to the high standard of Quad-City living. WHBF is favored with the loyalty and friendship of Quad-Citians, accumulated during 25 years of service in radio broadcasting.

Les Johnson—V.P. and Gen. Mgr.

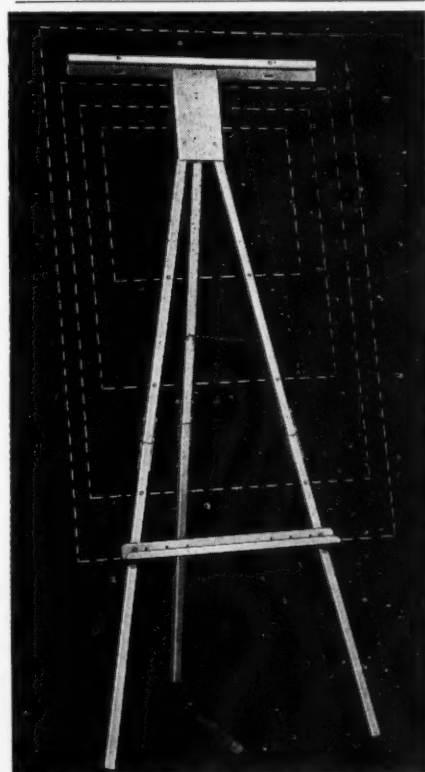


Quad-Cities' favorite

WHBF AM
FM
TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery-Knodel, Inc.



DUAL PURPOSE PORTABLE EASEL

All aluminum. For flip-over or cardboard charts of almost any size at 4 different heights. Easel folds in half for easy portability or storage. Wt. only 6½ lbs. Write for literature.

An All Purpose Easel Available Also

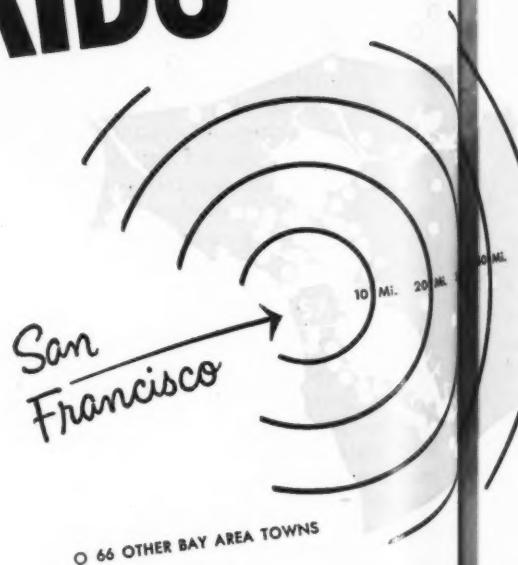
ORAVISUAL CO. INC. 68 Jackson St.
Stamford, Conn.



San Francisco's Big-Family Buyers
are easy to spot—

THE SUBURBS ARE JUMPING WITH KIDS

(and family
buying income outside
San Francisco is
substantially
higher, too!)



Statistics from Bay Area Council research; U.S. Census;
Sales Management's copyrighted survey; Media Records



OF THE 309,880 PUBLIC ELEMENTARY AND HIGH SCHOOL
CHILDREN IN THE SAN FRANCISCO BAY AREA . . .

4 OUT OF 5

ARE IN THE TRADING ZONE EIGHT COUNTIES

CITY ZONE San Francisco now has only 19.1% of
youngsters attending school in this market . . . down
from 28.7% in 1940!

THIS very human statistic proves again
—San Francisco's BIG sales potential
is out in the 50-mile-radius Trading
Zone (there's little place for families to
grow in our 44-square-mile City Zone).

And the Trading Zone—like A and B
City Zone districts—is Chronicle terri-
tory. Only The Chronicle can give you

"best circles" coverage: *Most of the most
buy-able families all through this market!*

Proof of the pudding? More local
advertisers, and more national advertis-
ing accounts, advertise in The Chronicle
than in any other San Francisco news-
paper (excluding syndicated supplement
advertising).

You're talking to the "Best Circles" families in
Suburbs AND City when you . . .

SCHEDULE THE

Chronicle

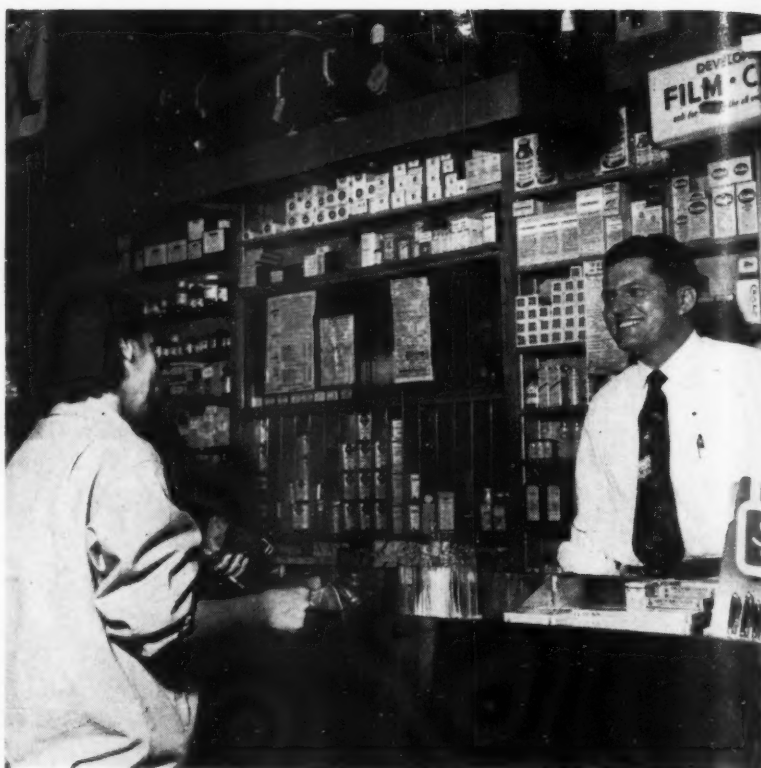
#1 IN SAN FRANCISCO

National Representatives: SAWYER, FERGUSON, WALKER CO.,
New York • Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles





John Schwegmann is confident of a second victory . . .



. . . despite Lilly's attempt to police minimum resale prices . . .

Can He Kill Fair Trade Again?

John Schwegmann, Jr., who licked Calvert and the non-signer clause, is being sued by Lilly for thumbing his nose at the new McGuire Act. Here he candidly outlines his battle plans for a test bound for the U.S. Supreme Court.

It was, to other customers, just another sale which was rung up at 5:30 p.m. August 29 by the salesperson at Schwegmann Brothers Giant Super Market at 2701 Airline Highway, New Orleans.

Schwegmann's cash register showed the sale price as \$10.38, plus 21c tax, for "Acidulin Capsules 500's."

Eli Lilly & Co., Indianapolis, maker of the capsules, contends that the price should have been \$12.96, plus 26c tax.

Because the buyer saved \$2.58, plus 5c tax, that simple transaction will, ultimately, be studied by the United States Supreme Court.

John Schwegmann, Jr., head of Schwegmann's, welcomed the "shopper" from Lilly—and the ensuing suit, filed October 2, charging viola-

tion of the new McGuire Act on minimum re-sale prices.

Lilly is in the ring this time with Schwegmann, who now is out to duplicate his 1951 knockout of the Federal Fair Trade Law in the Calvert case.

Obviously, Lilly is confident that, with the brand new, supposedly loophole tight McGuire Act, manufacturers can, without signing each retailer to a contract, compel retailers to observe minimum retail prices.

Lilly does not rest its suit on the single August 29 purchase, but on a series of purchases, each below Lilly's minimum prices, through August and September, and on Schwegmann's advertising of Lilly's branded products at below the minimums.

Before the initial hearing in the

court of Federal District Judge J. Skelly Wright, who tried the Calvert case three years ago, when Schwegmann agreed on October 15 to stop advertising Lilly products until a hearing on the injunction (He's not agreed to stop selling Lilly products at less than Lilly minimums.), he had taken a leaf from The Great Atlantic & Pacific Tea Co., in talking to the public about this bottle. Says Schwegmann:

"We're through talking to politicians." (This was before Lilly filed suit.) "Now we're going to talk to the people, tell them the truth—the dollars and cents they pay out of their often strapped pocketbooks—for this Fair Trade."

Schwegmann, in a typical advertisement featuring Lilly products, put it to his customers—and prospects—in blunt words:

"They want more! The National Association of Retail Druggists, through one John Dargavel, its executive secretary, has called on manufacturers to increase retailers' profits on fair-traded merchandise (*The New York Times*, September 14, 1952) . . .

"We invite this Dr. Dargavel to visit our stores where we sell, every day, some 2,000 fair-traded items for far less than the prices fixed by manufacturers—and we have a profitable business. It can be done, Dr. Dargavel, by any merchant who is efficient and who attends to his business . . .

"We defy any manufacturer to try to stop us from giving our customers these benefits."

But, points out Schwegmann, "Local advertising such as this isn't enough. It's a national law and so it has to be a national fight. We want to line up allies, other retailers and businessmen from various fields, who feel strongly, as we do, that Fair Trade seriously harms the little fellow by making him pay unreasonably high prices for many necessities of life.

"The idea was to have them work with us in carrying on similar campaigns in their localities. I was in correspondence with firms in just about every state. And not sell-below-cost operators—a below-cost seller does no one any good, himself included—but rather firms that sell at low prices, but at a profit, and who rely on heavy volume. Each was to follow our practice and include editorial copy to tell people about the high prices consumers pay to support so-called Fair Trade."

Doc Webb, Florida's anti-Fair Trade druggist had already lined up to work with Schwegmann in the venture, together with Yeagley Super Markets of Jackson, Miss.

Lilly's lawsuit changed these plans, however. "The thing now has to be settled in the courts," Schwegmann believes. "We're not abandoning the public relations fight, but while this court business is in the works we are shelving it. Our hope is that we will settle Fair Trade's hash with legal action and so have no need for the other course.

Many in the food field believe that Schwegmann's Airline Highway store is the world's largest super market. Certainly it is one of the world's most diversified. In includes—in addition to groceries, meat, liquor, etc.—a gift department, housewares section, snack bar, men's clothing department, shrub and nursery department, paint store, women's accessories, lingerie, jewelry and watch repair, bakery, and a stationery and school supplies department. Most of the non-food departments are leased rather than owned by Schwegmann.

The firm is a partnership. John Schwegmann, Jr., heads it. With him are brothers Anthony and Paul Schwegmann, Wilfred J. Myer, Charles Acquistapace, Ernest Barrior

THEY WANT MORE!

The National Association of Retail Druggists, through one John Dargavel, its executive secretary, has called on manufacturers to INCREASE retailers' profits on fair-traded merchandise. (N. Y. Times, Sept. 14, 1952.)

Well, that is the last straw. The Druggists Association wants still more profit. They're not satisfied—they want MORE!

We invite this Dr. Dargavel to visit our stores where we sell, every day, some 2000 fair-traded items for far less than the prices fixed by the manufacturers—and we have a profitable business. It can be done, Dr. Dargavel, by ANY merchant who is efficient and who attends to his business.

To illustrate, we sell

	\$20 Quantity Combination Price	Approximate Reg. Price	Our Price
Lilly's Insulin, Protamine Zinc, NPH U40	\$1.09	\$1.49	\$1.19
Lilly's Insulin, Protamine Zinc, NPH U80	2.08	2.84	2.27
Lilly's Insulin, Plain U40	.93	1.26	1.01
Lilly's Insulin, Plain U80	1.82	2.48	1.98
Lilly's Entoral 60 Pulnules		3.30	2.38
Lilly's Elixir Betalin Complex, Pint		3.00	2.16
Lilly's Vi-Mix Drops, 60cc		4.80	3.46

WE DEFY any manufacturer to try to stop us from giving our customers these benefits.

Next time bring your Prescription to Schwegmann's. All prescriptions are priced low—our everyday prices to everyone alike. Our registered, experienced pharmacists use only fresh, national brand pharmaceuticals in following your doctor's order EXACTLY!

. . . Schwegmann told customers (before Lilly's suit) his side of the story.

His Bill Attacked

"They are deliberately seeking to get a day in court," said John A. McGuire (D., Conn.) who sponsored the current Federal Fair Trade law, on Oct. 1 of John Schwegmann and people with similar beliefs, "in the hope of killing Fair Trade for good. They are defying Congress, the U.S. Supreme Court and their own state laws."

McGuire, 46, operates his own general insurance business. He was town clerk of Wallingford, Conn., from 1934 to 1950, when he was elected to the House of Representatives, 3rd District. He's former chairman, Democratic State Central Committee of Connecticut. He is a member of the House Interstate and Foreign Commerce Committee.

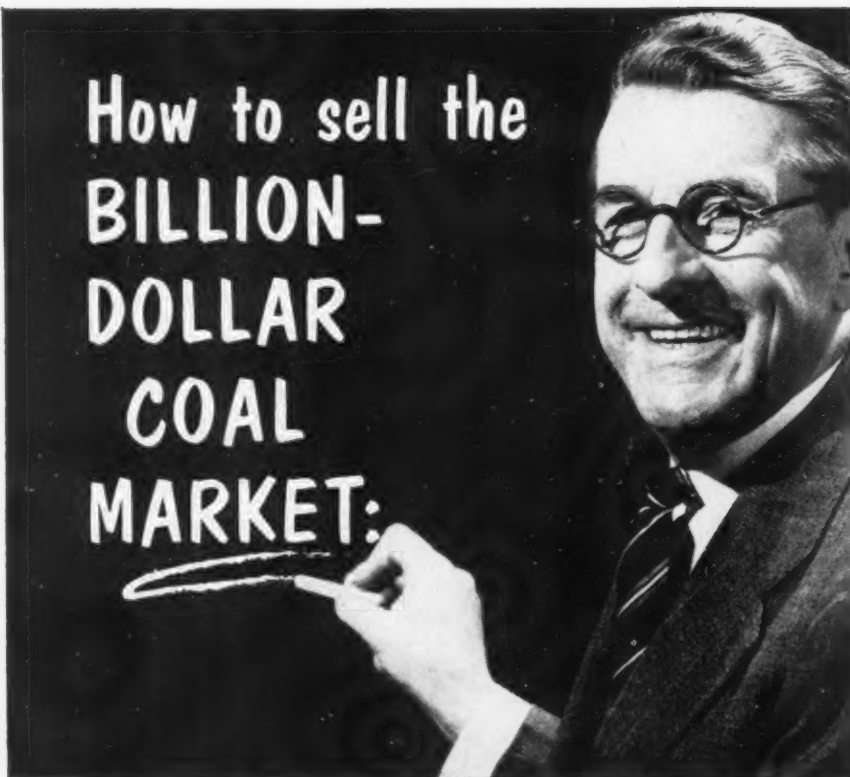


Calvert Lost First Fight

W. W. Wachtel, president, Calvert Distillers Corp., New York, felt a lot better on July 14, 1952, when President Truman—much to amazement of Fair Trade sponsors—signed the McGuire Act—than on May 21, 1951, when the Supreme Court ruled for Schwegmann. Louisiana's legislature, in June, 1948, passed a mandatory Fair Trade law for liquor. Schwegmann openly flouted the law, Schwegmann selling a fifth of Calvert Reserve for \$3.25 instead of \$4.25. Cal-

vert sought an injunction, but the parish court declared the law illegal. Calvert sued Schwegmann in the Federal court on Nov. 25, 1949. Federal District Judge J. Skelly Wright, who is trying the current Lilly suit, ruled in favor of Calvert's on June 10, 1950. The Appeals Court upheld Judge Wright, but by a 6-3 vote, the U.S. Supreme Court ruled on May 21, 1951 that the non-signer clause could not be enforced on merchandise in interstate commerce because the non-signer clause was not in the Miller-Tydings Act.

How to sell the BILLION- DOLLAR COAL MARKET:



*Come with MECHANIZATION
to the MINES which produce 87%
of the coal...and to the MEN who
control 95% of coal's purchases*

More than 15,000 copies of MECHANIZATION reach primary buying influences in every major mine producing 50,000 tons or more annually. More primary buying influences read MECHANIZATION than any other coal magazine.* More executives, including general managers and purchasing agents—more superintendents, mine managers and their assistants—more engineers and their assistants receive MECHANIZATION. More coal-production men report MECHANIZATION as most useful or interesting.

These primary buying influences welcome MECHANIZATION because of a vital interest in our editorial objective of mine-

mechanization, and our month-to-month treatment of technical operations, efficiency, safety and new methods. To these we add on-the-spot analyses of Washington decisions, trends, and regulations which affect coal.

The buying influence of these men—as translated into results—explains briefly why MECHANIZATION is publishing about 1350 pages of advertising in 1952, as compared to 181 pages in 1938, first full year of publication.

To get your full share of coal's billion dollars in annual purchases, do what we do—reach more primary buying influences with MECHANIZATION.

*Conducted by John Fosdick & Assoc.

MECHANIZATION

The MAGAZINE of MODERN COAL

1120 MUNSEY BLDG.
WASHINGTON 4, D. C.

NEW YORK • CHICAGO
PITTSBURGH
SAN FRANCISCO
LOS ANGELES

CCA NBP

and last, O'Neil Barrios.

John Schwegmann is not a loss-leader merchant. He looks upon Fair Trade as unrealistic in that it attempts to make "efficient" retailers gear down to the level of the least efficient. But more important than that in his thinking is the principle that freedom—his as well as that of the little consumer—goes by the board when Fair Trade comes into operation.

"Look at it this way," Schwegmann says, referring to the first count of his objection to retail price fixing. "We can sell more efficiently, perhaps, than some types of outlets. The American economic system which has made us the richest nation in the world is founded, when you get right down to it, on the idea of turning things out at less expense, in greater quantity, for more people. Is the markup—dollar-wise—on a car as great today as it would be if cars were still turned out by hand for a luxury market only? You bet it isn't. But the *profit* is greater because, through mass production and mass selling, many more cars are produced.

Don't Sell at Loss!

"Why bottle up that economic process at the retail end? It is as if each automobile manufacturer were forced to sell at a price which would manage to turn a profit for the fellow who insisted on doing the job by hand in an old-fashioned factory. That's not logical... it's just as logical as Fair Trade! We don't sell at a loss. There is not one single item in our store which does not make a profit for us."

Schwegmann cites a recent case: "Admittedly it's a big percentage gap, but it illustrates my idea." It's about a penicillin pharmaceutical which Fair Trades for \$4. Schwegmann offers this same pharmaceutical at 54c.

"And we're making money selling it at this price," John Schwegmann insists. "If I can sell the item for 54c and make money, why should consumers be forced to pay \$4 simply because some retailers can't make money at a lower margin, or else are so greedy they won't try?"

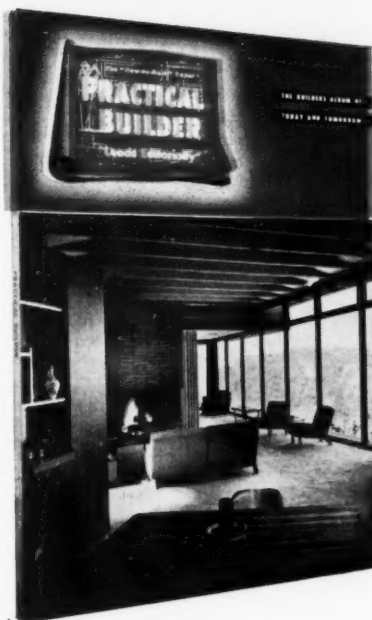
The principle of the thing—being told he must abide by a contract he didn't and wouldn't sign—is what worries Schwegmann most, however. "And I am worried," he says. "If I am bound by a contract I didn't sign, we have achieved in the business structure something approaching peonage or even slavery. That is what

*Affiliated with 6 Building Industry Magazines
comprising the largest, most distinguished
publications in the building industry:*

*Building Supply News, Building Material Merchant,
Ceramic Industry, Ceramic Data Book, Brick
and Clay Record, Masonry Building.*

Send for our 64-page book... THERE'S MONEY

*IN REMODELING... free to any
manufacturer who asks for it on his letterhead.*



*We wish you could look over our shoulder and watch a typical reader
digging into a typical copy of **practical builder** The more he digs the more
practical he finds it... and the more pay-dirt he unearths.*

*That sounds simple but isn't. Because nothing is harder on a business paper
publisher... and his purse... than thorough, hard-pan editing. Here at PB we have no
use for "surface editors." We respect our reader's time... and we make
sure that what we give him is well worth his time. Meat, meat, meat. Every page
has to have it! And because every page of Practical Builder is filled with meat
and meaning to the reader, it is filled with promise and profit
to the advertiser. That's why those-in-the-know look to PB as...*



**... of the light
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

NOVEMBER 1, 1952

You can depend on
Mayflower Long-Distance
Moving Service for
courteous, considerate drivers.

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.
AERO MAYFLOWER TRANSIT COMPANY • Indianapolis



distinguishes a slave . . . He can't make his own decisions with regard to what belongs to him. Do this thing in an economic way and the door is wide open to doing it in a personal way as well."

Many of his opponents, particularly retail druggists, view Schwegmann as a monopolist intent upon cornering the market in everything. Although his stores do a volume of about \$8 million a year, Schwegmann says that hardly makes him big business. Neither is he seeking, he says, to harm other businessmen: "Just to run my own business in the way I see fit and in the process help consumers reduce their cost of living."

Fair Trade margins are most unfair on cost of living items, in Schwegmann's opinion. "Food and medicines, how much more basic than those two can you get?" he asks. "I can help the little fellow who is caught in this inflation squeeze, and I do not do it by cutting my own throat or anyone else's. Let the high markup boys charge their prices, and if people well enough heeled not to care about cost go to them, I am glad to see it. But the *little fellow needs* some relief from high living costs these days. Our efficient setup can give it to him."

Robber Baron?

Where the druggists see Schwegmann as a modern-day robber baron, he looks on them as a group trying so hard to achieve a pseudo professionalism that they forget that the main business of retailing is to sell merchandise.

"Mind you," he cautions, "I'm not low-rating the amount of training required in a druggist, or the fact that a shoe salesman can't take his place. But is he more of a professional man than any other retailer? Not as long as he has commodities rather than services to sell.

"The function of any selling setup is to get orders and *serve* customers. The real professional skill in medicine is supplied by the M.D. All a druggist has to do is to follow the physician's orders. Our drug department is staffed by professional pharmacists as skilled as any to be found. The only difference between our setup and others' is that we don't play-act at being professional men. We sell medicines in accordance with doctors' instructions — without pretense to have a big part in the curing of ills."

What do the doctors in Schwegmann's area think of his drug prices? Do they deplore his stand and send

patients elsewhere? You can't underestimate Schwegmann.

Early in the establishment of Schwegmann Brothers' drug department, calls were made on physicians and surgeons to explain what the stores were trying to do, sell the reliability and accuracy of their services, and, if possible, convince doctors that their patients—particularly not so well-to-do ones—would be best served at lower prices. Medicos were invited to visit the store, examine brands and dates and satisfy themselves as to accuracy and freshness of medicines.

"There is no mass movement either for condemnation or approval among the medical profession," John Schwegmann points out. "But by and large, I'd say we have met with an approving attitude. I know of a few physicians who now suggest to all their patients that prescriptions can be filled economically and safely at Schwegmann Brothers. We've had few comments, but nearly all are either approving or tolerant."

Eisenhower Group's Lawyer

It has not yet been decided exactly what the Schwegmann defense—designed to kill Fair Trade once and for all—will be. Schwegmann Brothers' attorney is John Minor Wisdom, who fought the last successful bout with Fair Trade. At Chicago in June, Wisdom was leader of the Louisiana Eisenhower forces that gained recognition in the televised dispute with Pelican State Taft delegates.

Wisdom may attack constitutionality of the McGuire Act alone, or of that together with the Miller-Tydings Act in its entirety. "If we attack Miller-Tydings, direct, it will be on the grounds that it infringes the due process clauses of the Constitution embodied in the Fourteenth Amendment," he says. Tactics are undecided, pending a close study of a previous United States Supreme Court decision on constitutional grounds. "We don't want to fight on the same grounds that lost before," he says.

No other lawsuits are in sight for the time. Other manufacturers have perhaps decided that suits would be pointless until the question has been gone over by the courts. Judge Wright, who tried the Calvert case three years ago, ruled—and the ruling was subsequently reversed by the Supreme Court—in favor of plaintiffs Calvert and Seagram's. Then the 3-year count battle started up to the U.S. Supreme Court.

J. A. Zehnbauer, President of Jantzen Knitting Mills, Inc., Portland, says...

WE'VE DISCOVERED A WONDERFUL NEW SERVICE— THE *Flying Tigers*



NOW SERVING THE PACIFIC NORTHWEST! With Regularly Scheduled Service to and from Seattle, Washington; Tacoma, Washington; and Portland, Oregon.



OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA • CABLE: FLYTIGER



23

WON BY UNIVERSAL MATCH CUSTOMERS in the first Joshua Awards* Competition

Each achieves the bronze plaque from the Match Industry Information Bureau for "Distinguished Use of Book Match Advertising".

Congratulations to these distinguished business firms whose use of Universal Book Matches won First Place for them in their individual classifications:

*Established in honor of Joshua Pusey, Philadelphia patent attorney, who invented the Book Match 60 years ago.

TOP HONORS

1ST GRAND PRIZE
NATIONAL LEAD COMPANY
(Titanium Division)

2ND GRAND PRIZE
LIFE MAGAZINE (Time, Inc.)

PRODUCT AND SERVICE
CLASSIFICATION WINNERS

R. C. Allen Business Machines, Inc.
Grand Rapids, Michigan

Allis Chalmers Mfg. Co.
West Allis, Wisconsin

American Marine Paint Co.
San Francisco, California

American President Lines
San Francisco, California

Baltimore & Ohio Railroad Co.
Baltimore, Maryland

Craig Trucking, Inc.
Albany, Indiana

Crow-Burlingame (Auto Equip.) Co.
Little Rock, Arkansas

DeHoney's Laundry Service
Tulsa, Oklahoma

Frederick & Nelson Dept. Store
Seattle, Washington

Goodman Funeral Home
Milwaukee, Wisconsin

Hampshire Engraving Corp.
Manchester, New Hampshire

Hickey-Freeman Co.
Rochester, New York

International Paper Co.
New York, New York

Lewis-Howe Co. (Tums)
St. Louis, Missouri

New Hampshire Fire Ins. Co.
Manchester, New Hampshire

New Jersey Bell Tele. Co.
Newark, New Jersey

Savannah Broadcasting Co. (WTOG)
Savannah, Georgia

The Silver Horn Restaurant
Millbrook, New York

Sinclair Coal Co.
Kansas City, Missouri

Tinnerman Products, Inc. (Industrial)
Cleveland, Ohio

Universal Concrete Pipe Co.
Columbus 15, Ohio

Universal's sales organization, creative staff, and research facilities—most extensive in the match industry—are available to clients and agencies for consultation without obligation.

UNIVERSAL MATCH CORPORATION

GENERAL OFFICES: ST. LOUIS 3, MO. • SALES OFFICES IN PRINCIPAL CITIES

SERVING THE NATION AND ITS BUSINESS

Does Best Product Get Most Sales?

Here's a 6-point quiz for you and a 7-point one for your salesmen.

"We forget," reminds Jay Archer Kiss, sales and management consultant, Chicago, "that in thousands of instances a manufacturer may secure identical products and identical services from any one of a dozen sources. And when the specification sheets are equally balanced, the human equation takes on key proportions."

If you don't believe it, Kiss suggests you ask yourself:

1. Does the best product always get the most sales?
2. Does the buyer always favor the best product at the lowest price?
3. Does the organization with the best delivery record get the most business?
4. If reliability of production is vital, how do you account for the orders which second and third-rate concerns are able to get?
5. If your product is tops in its field do buyers beat a pathway to your door? Why not?
6. Why is it that some of the leading manufacturers, with all production values in their favor, insist upon having the best salesmen money can buy?

What Good Salesmen Know

"Good selling," Kiss declares, "is good human relations. It assumes that a salesman has an interest in the customer after the sale is made." The ideal salesman has these qualities:

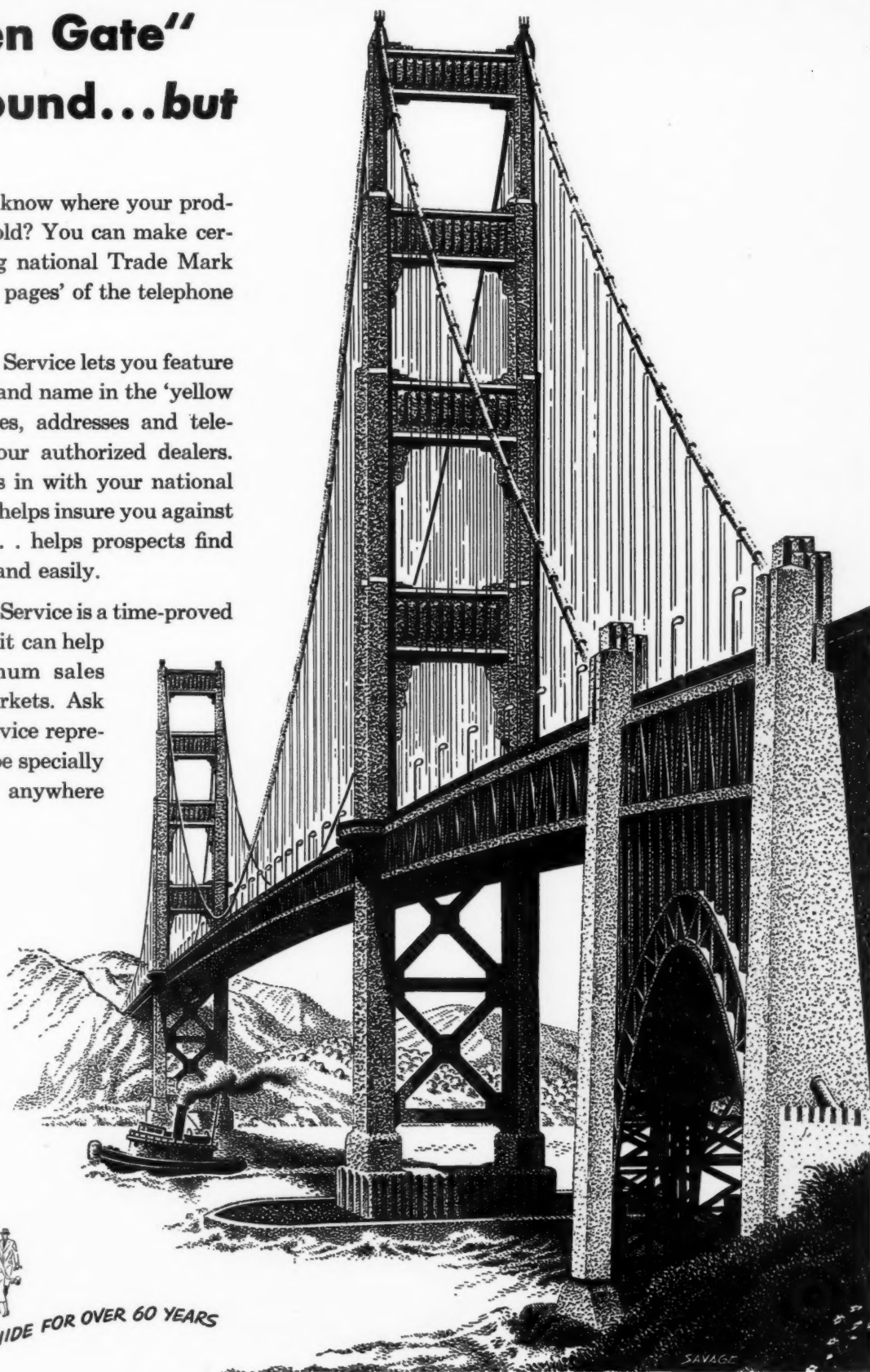
1. He knows the product—its uses and advantages.
2. He knows the customer as a human being.
3. He knows enough about his competition.
4. He knows how the customer will use his product and why.
5. He knows what the customer is doing now—without using his product.
6. He knows how to reason, to persuade, to be logical, to be patient, to talk, to listen, and to absorb.
7. He knows how to be fluent in speech, to be quick thinking, and willing to concede a point even if it hurts.

Everybody knows where the "Golden Gate" can be found...but

do all your prospects know where your products or services are sold? You can make certain they do by using national Trade Mark Service in the 'yellow pages' of the telephone directory.

National Trade Mark Service lets you feature your trademark or brand name in the 'yellow pages' over the names, addresses and telephone numbers of your authorized dealers. This ties your dealers in with your national brand advertising . . . helps insure you against brand substitution . . . helps prospects find your dealers quickly and easily.

National Trade Mark Service is a time-proved selling service . . . and it can help you develop maximum sales results in all your markets. Ask your Trade Mark Service representative how it can be specially fitted to your needs anywhere in the USA.



For further information call your local telephone business office,
or see the latest Standard Rate and Data (consumer edition)



People and their Ideas

National Sales Executives, Inc., have named a director of education: He's **George J. Vinson** . . . New president of Budget Finance Plan, Inc., is **Evan A. Mattison**, former executive v-p of the Bank of America . . . **George E. Stoll**, v-p of Bendix Aviation Corp., has been named group executive in charge of the Automotive and Midwestern Divisions . . . American Kitchens Division, Avco Manufacturing Corp., has created Eastern and Western divisional sales managerships with **Mack Johns** heading the eastern and **Ken Cook** the western setup . . .



SPICER

Donald H. Spicer has been made v-p — manufacturers sales, American Bosch Corp.

Appointment of **Charles W. Nulle** as advertising manager of the Lighting Division of Sylvania Electric Products Inc. has been announced . . .

New v-p in charge of P & F Corbin sales, The American Hardware Corp., is **L. Curtis Booth** . . . **Thomas B. Hubbard** is Oneita Knitting Mills' new v-p in charge of sales . . . **John B. Haggin** has been appointed assistant gsm to handle all Audograph products and **Harry W. Stewart** will act as sales manager for all other Gray products for The Gray Manufacturing Co. . . . New gsm of CBS Television Film sales is **Wilbur S. Edwards**, former manager of KNXT, Hollywood . . . Formation of a new sales unit, Industrial Products Department, has been announced by Bakelite Co. **Howard Smith** has been named as its manager . . . **Alan B. Castator** is now gsm for Pittsburgh Plate Glass Co.'s Brush Division

factories at Baltimore, Md., and Keene, N.H. . . . Hoffman Beverage Co. has appointed **Michael McCabe** as director of marketing . . . **Frederick F. Denny** has been named manager of General Electric Lamp Division's Midland Sales District.



SIMPSON

Frank J. Simpson is the new v-p in charge of sales of Thor Corp. He's been Southern Division sales manager since 1933.

Help Coming Up?

"Look at your sales department today . . . A sales department that is producing is never too big. Hire a couple of junior salesmen now. Now is the time to train them. Now is the time to teach them your business." **C. E. Zimmerman**, president, Consultants & Designers, Inc., to Young Presidents' Organization.

The Free Market

"Just think what would have happened to the economic life of our nation if each state had been a separate market, if trade barriers had stopped the flow of goods across state lines, if manufacturers of our large service organizations could sell and distribute only in their own state. In our dynamic economy, selling anywhere in the national market is limited only by the freight rates from factory to the market and by the availability of customers at the end of the freight line." **Donald M. Hobart**, v-p and director of research, The Curtis Publishing Co., before the Boston Conference on Distribution.



SOUDERS

Charles E. Souders has been named general sales manager of International Cellucotton Products Co.

Better Salesmen

"You can attract better salesmen . . . Proper training not only lowers sales costs but it increases the take-home pay of your salesmen and it is a known fact that the more we pay sales personnel the better the type we can attract, the longer we can keep them and the more happy, stimulated and inspired they will be . . . The more effective the training is the less there is need for close supervision. Supervision costs money, it takes time. And while it is necessary in all phases of sales management it is less needed in a sales organization that has proper sales training." **S. W. Franklin**, director of merchandising, Hudson Pulp & Paper Corp., speaking to Paper Suppliers Association.

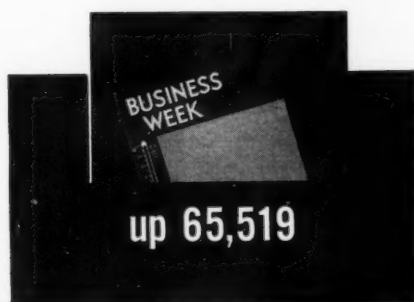
Someone's Asleep

Said Grey Advertising's **E. B. Weiss** to the New York Sales Executives Club: "The super markets are comparative newcomers in retailing. They have come closest to keeping up with the new shopping demands of the public. The department stores are old-timers, as retailing goes; they are just beginning to make feeble gestures in the direction of self-service and self-selection. And they are just beginning to consider two night openings a week, while super markets average four night openings a week. As for the drug chains, it is worth noting that these outlets could not marshal 50 self-service units at the beginning of 1950 — and among the variety chains Woolworth and Kresge are just beginning to comprehend that their floor people are attendants, not salespeople, and belong in the aisles—not behind a counter."

tion growth since 1946 management weeklies

Based on ABC averages

Jan.-June, 1952 vs. Jan.-Dec., 1946



JANUARY-JUNE 1952
NET PAID ABC AVERAGE

507,720



Advertising offices:

30 ROCKEFELLER PLAZA
NEW YORK 20, N. Y.

BOSTON • PHILADELPHIA
WASHINGTON • DETROIT
CLEVELAND • CHICAGO
AND SAN FRANCISCO

NOVEMBER 1, 1952

Canton, Ohio is a Key DETERGENT & SOAP Market

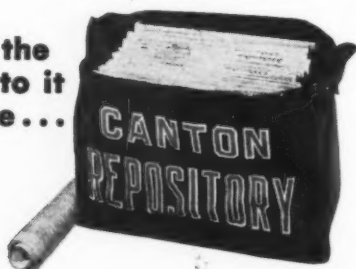


Canton Families use up to 38.7% more Detergents and Soap

Key Facts: Canton's water is 22 to 26 grains hard. Cleveland's is only 8 grains hard.

The 83,292 families in the Canton Metropolitan area use more soap, detergents, and cleansers than a comparable group of Cleveland families. Reach them through the Repository.

and the
key to it
is the...



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

Dear Editor . . .

12 SALES TYPES

Editor, SALES MANAGEMENT:

As a new subscriber and with 20 years of more or less successful selling, which included everything from door-to-door to the biggest big league selling in the country, the automotive business, I was pretty much disgusted to read your article on Page 94 (SALES MANAGEMENT October 1, 1952) titled "12 Types of Salesmen I Detest" by Henry Carlton Jones.

In reply to this nauseating article I will have to start from the beginning.

For 20 years I have been in a position that required that I call on buyers in all types of industry and, for the most part, they are a bunch of wonderful guys. Others caused me to groan inwardly, too, and the Mr. Henry Carlton Jones type heads this list. I know that I'm not a grouch, an eccentric or a curmudgeon, but this type of buyer and the manners and habits he exhibits during the sales interview are anything but acceptable to a topnotch salesman, and it's rare indeed if he ever performs an outstanding job for his company. Good buyers never get irritated at any salesman. To get irritated drops them back in the class of an order clerk whose job they should be filling instead of the one that they were either promoted to by error or because they were a relative of someone in top management.

The #1 type, "The fellow who shoves his face up close to mine while he talks," I heartily agree with, but this fellow isn't a salesman.

His #2, "The 'hobby' salesman." The description and the ranting he does regarding this fellow is an out-and-out laugh to any high-class salesman in the country. What he should have said, "the guy talks about his hobby, wasting 15 or 20 minutes of his time instead of doing something about it," and by that I mean just this: If the same salesman had made him a gift of a new set of golf clubs, a new camera or a new piece of fishing equipment, he would have been a helluva fine guy and no doubt would start getting business from our friend, Mr. Jones. You see, what he fails to bring out is that he is on the take, but this #2 salesman hasn't come through yet.

In #3 he mentions "The fellow who takes a great interest in my family." It is apparent the buyer doesn't know the first rudiments of hospitality and is unwilling to learn.

#4, "The mutual friend of a mutual friend." This buyer doesn't have any friends that are worth knowing, so how could he enter into an interesting conversation about anything but the chiseling he is about to do with the salesman at hand.

#5, "The fellow who insists on doing me favors." This type of buyer has already picked his favorites and is accepting their favors and is usually in so deep and is so worried about the mess that it will one day be discovered that he no longer wishes to become obligated to others.

#6, "The man who wants to argue." He accuses the salesman of being the idiot, but never bothers to look in the mirror and ask himself if *just maybe* his own rude hospitality brings about this situation.

#7, "The chap who just wants to visit." There isn't a salesman living today or in the past who ever called on a buyer just to visit.

#8, "The complaining salesman." He probably has perfectly just reasons for his complaints, but isn't smart enough to go up and over the head of this small-time buyer and expose him for what he is. In other words, top-notch buyers have the knack, through long experience, of being able to refuse business to any and all salesmen, but he never discourages them from making another try.

#9, "The salesman who knocks all his competitors." Again Henry Carlton Jones has misused the word "salesman." A fellow who knocks all his competitors is a small-time peddler, not a salesman.

#10, "The story-teller." I have met buyers like Henry Carlton Jones who prefer their stories during non-business hours—they prefer various other types of entertainment during those non-business hours too. Their sense of humor is double zero; all they're interested in is being wined and dined when the sun goes down.

#11, "The salesman who doesn't know anything." Again, again and again, this Mr. Henry Carlton Jones shows his inability in defining a salesman.

#12, "The cocky, know-it-all salesman." Again, again and again, this Mr. Henry Carlton Jones misuses the definition of a salesman.

WM. F. SAVAGE
Sales Promotion Manager
Allied Scientific Products Co.
Culver City, Cal.

Agree . . . or disagree?

You may read to learn . . . to refresh your memory on tested ideas . . . or you may read to see if you agree with practices being advocated in sales today. The letters page is open for all views. Address: Philip Salisbury, Editor, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

Cut the high cost of living with the (Name of Plan) FOOD CLUB PLAN!

HERE'S WHAT YOU GET:



U. S. Choice Beef and Pork
At Quantity-Discount Prices!

Enjoy the same benefits that butchers do... buy good meat in quantities... enjoy lower prices. Delivery right to your home.

Frozen Fruits, Vegetables, Juices, Fish and Poultry at Great Savings!

Case and half-case lots with no waste... no fuss... all the vitamins are frozen in. Enjoy well-rounded healthful meals... protect your family!

All on an Easy Budget Plan! You only pay for the food as you eat it, and you have as long as 24 months to pay for your Pak-A-Way. Actually payments on both seldom equal your present monthly food budget.



A Sensational New
PAK-A-WAY

The Home Freezer of the Future...Today!

This is the world's finest freezer with all, yes, all, of the wanted features. Automatic alarm bell, interior light, locking latch, "quick-freeze" controls, 5-year food spoilage warranty, 5-year sealed unit warranty. Rotated freezer shelves on upright models, and many more deluxe advantages that are yours only on a Pak-A-Way.

Upright or Chest Type—five models from which to choose.

HERE'S HOW YOU JOIN!

Read This Amazing Booklet!

Just clip the coupon below and mail it in. We will send you full particulars without cost or obligation.

Learn the names of your many friends and neighbors who already enjoy a new standard of living... Discover freedom from kitchen drudgery... Protect your family's health.

And you SAVE BY—

- Purchasing in Quantity
- Seasonal Buying
- Buying Direct
- Eliminating Food Waste
- Freezing Home Grown Surplus
- Fewer Shipping Tags
- Eliminating Home Canning
- Baking and Cooking in Quantity
- Preparing Meals in Advance.

Write for this free booklet and learn how you can pay for your freezer out of actual cash savings on food bills.

Don't Wait! Start Saving NOW!

NO COST!

NO OBLIGATION!

JUST MAIL COUPON...

Today!

STORE NAME AND ADDRESS

Your reliable "NAME OF PLAN" Food Club dealer!

DEALER NAME AND ADDRESS

I am interested in better living at lower cost. Please send free, descriptive booklet:

Name _____ Phone _____

Address _____

NO. IN FAMILY: ADULTS _____ CHILDREN _____

MONTHLY FOOD BUDGET (AVERAGE) \$ _____

WE DO _____ WE DON'T _____ HAVE A HOME FREEZER

THIS TYPE of co-op advertising develops leads which are readily converted by dealers.

Food Freezer Plan: What it Is, How it Works

It appears to be the key to rapid saturation of the market for home freezers. It offers advantages of large-scale food purchases for bulk home storage. It calls for a new factory sales approach and return of in-the-home salesmanship.

**BY CARROLL A. RAY • Sales Promotion Manager
Schaefer, Inc.**

The fantastic boom of the frozen food plan in the past year has had two startling effects:

1. It has made home freezers, which once lagged far behind in the

appliance sales field, the "hottest" item today—and that includes television sets.

2. It has revived old-time salesmanship so that the salesman now

rings doorbells and does not wait in his store for the traffic to build up.

We admit at the outset that Schaefer, Inc., Minneapolis, a pioneer in the ice cream and frozen food cabinet fields, was slow to adopt the frozen food plan because we thought some of the savings claims were exaggerated.

The basis of the plan is this: The customer receives on a convenient payment plan a several months supply of food and a proportionately-sized freezer. Re-orders of food are delivered to the freezer owner by a cooperating locker plant or by an institutional wholesaler.

When our company had worked out a down-to-earth version of the frozen food plan, it began a sales and promotion plan designed to put dealers of its Pak-A-Way home freezer on an equal footing with home freezer dealers who had sprung up throughout the country. Many of these dealers made fantastic advertising statements.

We reasoned that the appliance dealer faced with this competition could not wait for customers to come into the store to be sold. Outside salesmen therefore were necessary to make the plan successful.

Our company developed a complete list of instructions which would enable dealers to meet basic requirements. These instructions covered:

1. How to locate, qualify and establish a reliable meat and frozen food source which could supply freezer purchasers on a permanent basis with quality food at substantial quantity discounts.

2. How to establish banking credit to handle the freezer contract and personal notes for food.

3. How to advertise.

4. How to follow up leads.

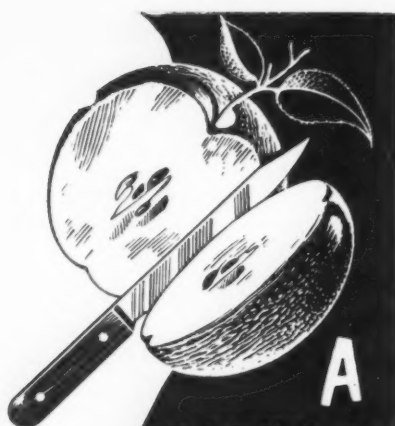
5. How to develop proper sales technique.

6. How to recruit and train sales personnel.

As the Schaefer plan got under way some of the early poorly-conceived plans, which claimed "wholesale prices" and guaranteed to cut the family food bill by 35%, fell by the wayside.

Pak-A-Way distributors were urged to use the phrase "quantity discount" and to stress other aspects such as eliminating waste of leftovers, reducing time and effort spent in shopping for and freezing home-grown produce, and the 15% to 20% dollar savings we believe to be possible with a home freezer.

As the campaign progressed our company advertised in national magazines to build consumer acceptance but did not emphasize the food plan.



A "PIPPIN" of a test market for FOOD ADVERTISERS

ROANOKE

Roanoke... because it's isolated by mountains... because there's a minimum penetration of outside newspapers... because this 16-county trading area is actually a compact, self-contained market!

Roanoke for another reason, too. A new and special reason: The Roanoke Market Development Plan!

Through personal calls and weekly bulletins, the Roanoke Plan gives your retailers advance notice of your advertising. And this, in turn, gives you more active and profitable dealer tie-in backing.

Here's a new booklet...



...that tells just what The Roanoke Times and The Roanoke World-News are doing to help you sell through food stores. FREE! Write for "Look Who's Behind You!"... Sawyer, Ferguson, Walker Co., 60 E. 42nd St., N.Y. 17 or

ROANOKE

TIMES AND WORLD-NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

Many of the first advertisements were slanted toward home owners in smaller communities who were believed to be more likely prospects for Pak-A-Way freezers.

Our company placed advertisements in *House Beautiful*, *House & Garden*, *Better Homes and Gardens*, and also advertised heavily in *Successful Farming*, *Country Gentlemen* and *Electricity on the Farm*. Advertising was based on the theory that the home freezer belt is the farm belt, with Texas rated first and California second as the big "islands" for home freezer sales.

We then went into newspaper, radio and television advertising and, in cooperation with the dealers, urged consumers to take advantage of the opportunity to cut food bills and at the same time enjoy a higher living standard. They were invited to write or telephone for a free booklet. Such leads were turned over to dealers in the territory involved. Dealers were instructed to get salesmen out of display rooms and into the field to sell.

Each salesman is equipped with a sales portfolio which enables him to deliver his sales talk with graphic illustrations. The talk emphasizes daily nutritional requirements and the high cost of providing them at today's prices.

See Your Neighbors

It traces the history of the food-freezing process and stresses the fact that frozen foods contain higher nutritional content than most fresh vegetables and fruits. It dramatizes the economy of buying 12 ounces of peas ready for cooking compared with the 2½ pounds of fresh, unshelled peas needed to equal that amount.

It shows the cuts of beef, pork, lamb, fish and poultry and demonstrates the possibilities of eating protein-rich foods. One page lists persons in the neighborhood who are Pak-A-Way owners.

After the standard presentation, the salesman fills out a chart with the prospect's budget figures. In most cases he can show how the prospect can pay for a home freezer in 18 to 24 months out of the savings on that budget.

Prospects do not prefer smaller models. Sales are predominantly in the larger sizes which retail from \$500 to \$600.

After the prospect uses his freezer for a few weeks he recommends it to others. The new freezer owner has friends and neighbors almost presold before the salesman calls back. Such

referrals by freezer owners are usually rewarded with a supply of freezer packaging materials or with several dollars worth of frozen delicacies.

Each salesman is urged to own a home freezer not only because of the saving, but because the experience acquired equips him to talk intelligently on the subject. The customer responds to his sincerity.

Sales commissions average \$75 to \$100 a sale. The average number of closures among Pak-A-Way salesmen is three a week. With the national saturation figure on home freezers at 9.3%, a long and profitable career is in store for many salesmen.

The freezer selling technique has given new blood to the appliance business. Dealers who formerly depended on sales, deals and promotions to get store traffic find they can sell almost anything when they combine proper promotion with ringing doorbells.

Sales per Distributor

Distributors who sell only home freezers to food plan dealers are springing up and some are moving 500 to 1,000 units a month.

Here are a few concrete examples of what has happened to our company since the frozen food plan gained impetus:

In Buffalo, N.Y., the Pak-A-Way distributor trebled freezer volume since March.

A Los Angeles distributor's sale jumped to more than a carload of freezers a week.

Pak-A-Way distributors are granting dealer franchises to locker plants in small communities. Naturally, in these cases a food plan is automatic.

Other home freezer manufacturers also have felt the impact:

A Long Beach, Calif., ships' supply company, turned food-plan dealer, sells seven carloads of freezers a month.

In one month, the Bixby Knolls, Calif., branch of the Bank of America financed 375 home food plans, a remarkable showing for the community.

One appliance dealer in Los Angeles has a special freezer plan department. In the last 10 months that department sold three times the volume of the remainder of the store. The dealer sells nearly two carloads of freezers a month.

With experts predicting that eventually 70% of food purchased will be in frozen form it is evident that the surface of the home freezer market has only been scratched. It is up to good salesmanship to realize this potential.

Do Plushy Cars Make Salesmen Go Soft?

Miles-to-sales ratio may prove shocking, asserts paint company president

"The temptation of a fine car, with its soft upholstery and willing motor, has ruined more salesmen than anything I know of," asserts Frank P. Connolly, president, John W. Masury & Son, Inc. (paints), Baltimore, Md. "The big car makes too many men chauffeurs instead of salesmen."

Connolly recognizes the automobile as a selling tool, but thinks "the town in the distance may blot out opportunities near at hand." He says sales managers may be in for a shock if they check the number of hours salesmen spend behind the wheel each day and compare it with the 7 selling hours in a day.

"The failure to find a parking spot," Connolly observes, "has often taken a salesman afar—when there was an order waiting where there was no place to park."

You'd Better Check

He says that men who run up long mileage will tell you they travel early in the morning and late at night. "Some do . . . most of them don't." When a salesman in a regular territory averages more than 60 miles behind the wheel in a day, he has reached the limit. When it goes beyond that, better check him. You may have a chauffeur, not a salesman.

For sales managers "who do not hold a tight reign and leave the traveling itinerary in the men's hands," Connolly sets forth some specific suggestions:

Look into the miles traveled each day. If it's 50 miles, that means 1 unproductive hour.

Do salesmen work every town thoroughly? Do they "bother with the little places"? Are the men routed so that their time is used to the best advantage? What do they do when they get there? How much coffee do they drink? Do miles of travel wear them down? Are they selling?

"If they're not," contends Connolly, "better hire chauffeurs—they won't cost nearly so much." Find out where salesmen have motored, and why.

And when it comes to checking into traveling time, Connolly has one more suggestion: "Do it now."

*Let Four Wheels Keep
Your Salesmen's Cars Rolling*



*Best for You . . .
Best for Your Salesmen!*

15 CONTINUOUS YEARS OF COMPANY-CAR RENTAL SERVICE TO AMERICA'S LEADING INDUSTRIES

Take it from experienced Four Wheels users that network the nation. They use the Four Wheels Plan because it's better business. The reasons add up:

- A brand new car every year—with no capital investment to company or salesmen
- Mileage inequities solved for company and salesmen
- No maintenance or depreciation problems
- Operating costs are clear cut and tax deductible
- Unrestricted personal use of cars

And high on the list of "reasons why" you'll find the Four Wheels Plan unique in morale value.

It's fair for the company—square for the salesmen. You know that's good business! Find out the facts about it today—

for the "FOUR WHEELS PLAN" booklet WRITE DEPT. S

FOUR WHEELS, INC.

6200 N. Western Ave.—Chicago 45, Ill.



America's Foremost Automobile Leasing Company—Operating in 48 States.



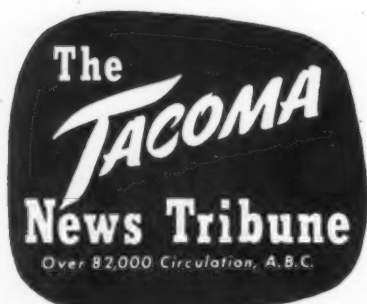
"Promotions on Puget Sound Demand Tacoma Coverage,"

says George M. Arndt,
Colgate-Palmolive-Peet Co.

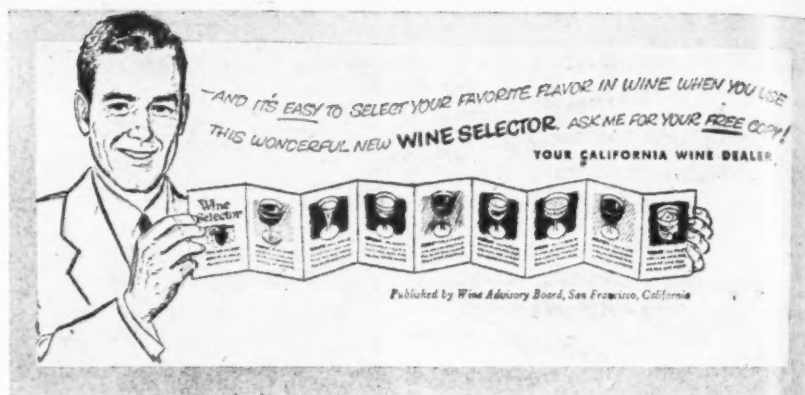
George M. Arndt is Seattle District Manager of the Toilet Articles Department, Colgate-Palmolive-Peet Co. The firm's Seattle district office is in the Securities Building, 3rd and Stewart.

"The Puget Sound market of Washington does about 50% of the state's total business," Mr. Arndt says. "We know from experience that both Seattle and Tacoma must be covered if a sales promotion in this area is to be fully effective. No doubt of it, Tacoma is a must in Washington State."

Think twice about Tacoma! It's a separate, distinct, important market. It's covered ONLY by the dominant News-Tribune. That's why—on Puget Sound you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Co.



and **KTNT**
Transit Radio



NEWSPAPER and magazine advertisements explain in detail . . .

How to Choose Wine Without Seeming Dumb

If so many Americans were not uncertain about what wine is appropriate for meat or fish, or to drink alone, they would, the Wine Institute figures, buy more wine. Lacking a connoisseur's knowledge of wines many people buy liquor, skip wines entirely.

So the "Wine Selector" is aimed at the heart of the consumer's problem, and that of the dealer who finds it a headache to promote wine. The Wine Institute, San Francisco, has developed a brochure the dealer hands to shoppers and suggests, "Here's a guide you can take to the wine shelf. It will help you choose the correct wine for your taste." All the guesswork is taken out of the customer's decision when he stands before a big wine display in a super market.

"Wine Selector" is an accordion-fold leaflet which describes and illustrates in natural colors 8 popular wines. Each is shown in a traditional serving glass, surrounded with sketches of appropriate dishes to accompany the wine. Sherry, for example, is set against a background of appetizers, canapes, soup. The text reads: "Sherry . . . an appetizer wine. Most popular before-dinner wine. Has a tangy, zestful flavor often called 'nutty.' Ranges in taste from dry to sweet. As a cocktail, with appetizers or soups, most people prefer a dry Sherry. With desserts a sweeter Sherry. Serve chilled."

Port, burgundy, muscatel, champagne, claret, vermouth, sauterne are similarly presented. The front cover of the selector shows a California vineyard scene in color, two wine glasses and a bunch of grapes in the foreground with the words: "With this little 'Wine Selector' see how

easy it is to discover your favorite California Wines."

A sales message inside the first page tells customers: "Discover wine . . . and you discover many a pleasure! For wine has a way of brightening any meal . . . a way of working magic in your cooking . . . or bringing new glamor and smartness to your entertaining."

"Another pleasure," the message goes on, "is economy. With all its special glamor wine costs but a few cents a glass. Then, too, wine is always so friendly. More and more people now prefer wine for its mildness and goodness . . . find it the most acceptable of social beverages . . . with dinner, at cocktail time, after dinner. Yes, you'll discover many a pleasure, *once you discover wine*. The purpose of this simple 'Wine Selector' is to make it easy for you to do just that."

Before introducing customers to the wines illustrated, the selector tells them: "You may have heard that there are dozens of different kinds of wines. That's true . . . but don't let it scare you. Actually, nearly all of them are like one or another of the eight wines described for you here. Get to know these 8—experiment with them to find your favorites, and you will know all you need to know to enjoy wine. Here is a good place to start—and may you enjoy many happy occasions with wine!" The reverse side of the selector contains recipes for 12 wine dishes, a word on how to keep wine.

Dealers received the "Wine Selector" in time for National Wine Week during October. "Discover the Pleasures of Wine" was the slogan for this year's promotion.

SALES MANAGEMENT

LOOK At These LEADERSHIP FIGURES!



Media Records Again Shows The SEATTLE TIMES Is Seattle's Top Medium

(Daily and Sunday, 1st 8 months, 1952)

	<u>The Seattle TIMES</u>	<u>2nd Paper</u>	<u>The TIMES Led 2nd Paper by</u>
RETAIL	8,118,695	5,194,226	2,924,469
DEPARTMENT STORE	3,302,286	2,076,238	1,226,048
RETAIL FOOD . .	814,136	213,610	600,526
RETAIL DRUG . .	364,044	117,573	246,471
GENERAL	2,460,434	1,761,952	698,482
CLASSIFIED . .	4,595,886	3,246,870	1,349,016
TOTAL LINEAGE	15,917,415	10,849,542	5,067,873



THE SEATTLE TIMES

Represented by O'MARA AND ORMSBEE

New York • Detroit • Chicago • Los Angeles • San Francisco

SEATTLE'S ACCEPTED NEWSPAPER

NOVEMBER 1, 1952



"YOU HAVE SUMMONED ME to the highest mission within the gift of any people. I could not be more proud." Accepting his nomination as Democratic Presidential Candidate, Governor Adlai Stevenson of Illinois went on to

say, "Our party will maintain its principles and its purposes ... with a firm confidence in justice, freedom and peace on earth." With Governor Stevenson is the Democratic Vice-Presidential Candidate, Senator John J. Sparkman of Alabama.

"One nation

In these days of heated campaigning, when our country would appear to be split right up the middle... these words, "one nation," may seem paradoxical. But, actually, we have never been more united... nor shared a deeper dream.

There is fresh evidence today that people's hearts and minds and wills are deeply concerned with America's future.

Two examples of a tremendous "grass-roots" political re-birth are shown on the opposite page—encouraged by a continuing feature in Ladies' Home Journal.

A year ago, the Journal started a series of educational and inspirational political articles, known as "Political Pilgrim's Progress". Response to this idea has resulted in thousands of women—and men—all over the United States taking



"IT IS OUR AIM to give our country a program of progressive policies drawn from the finest Republican traditions; to strengthen freedom wherever it has been weakened; to build a sure foundation for sound prosperity and sure peace." With

these words, General Dwight D. Eisenhower accepted the Republican Presidential Nomination. General Eisenhower is shown receiving a thundering ovation with Vice-Presidential Candidate, Senator Richard M. Nixon of California.

Indivisible"

an active part in politics in their own communities.

THE POWER OF AN IDEA

Down-to-earth "idea" editing like this makes the Journal the tremendous influence it is in the lives of many times the 4½ million women who buy it...

For the Journal specializes in ideas that evoke women's dreams.

Definite, irrefutable proof that women respond to Journal ideas lies in its fabulous success:

More copies of the Journal are sold at newsstands than ANY

OTHER magazine in the world.*

The Journal has the largest total average net circulation of ANY monthly magazine.

In July, August, September, 1952, Journal circulation hit an all-time high for this period—one quarter million more, average per issue, than in 1951.

The September, 1952, Journal reached the highest circulation ever achieved by any magazine edited for women...over 4,850,000 estimated.

*Publishers statements to Audit Bureau of Circulations, period ending June 30, 1952.

TWO PARTIES—ONE COUNTRY

People are at work...learning party organization. Here are two examples of political action from the September Journal.



City-County Democratic Club of Baltimore supports candidates

Twenty women went to the first meeting. Husbands of members were asked to join. One, Dr. Clarence Long, became Club president.



Mason City, Iowa, organizes Republican Workshop

Starting January, the Workshop ran six meetings a week. March 7th, when caucus was held, rooms were overflowing with new party members.

Ladies' Home

Journal

the magazine of NEW HORIZONS★★★★

NOVEMBER 1, 1952



GREYHOUND SPREAD the good news . . . through radio, newspapers, TV, direct mail, and point-of-purchase advertising . . .

When a Long Strike Sends all of Your Customers to Competitors...

. . . it calls for fast action. Pacific Greyhound, "out" for 75 days, came back with a vigorous personal sales campaign, intensive advertising and promotion. It paid off.

**BY GLEN G. MAGNUSON • General Traffic Manager,
Pacific Greyhound Lines**

One of the most challenging sales problems is how to win back good will after a strike. How it is done may mean the difference between a drastic setback or a quick recovery.

We had to solve that problem early this year when our drivers went on strike and stopped our buses from rolling in 7 western states from March 1 to May 20. Our business went to competing transportation companies. We even directed our passengers to them; and to those who

had bought tickets from us or who were en route we issued—without charge—tickets for travel on railroads or on competing bus lines.

While our equipment stood idle, competing bus companies increased schedules and service, and railroads put additional trains in operation. During the strike, thousands of our travelers found other bus lines, or traveled by train, air coach, or automobile. Many flew for the first time.

During the strike we realized a

promotional program would be needed when service was resumed. We planned one for all advertising and publicity media. At the same time we made our traffic department employees aware of the problem to stimulate their salesmindedness.

The program included large displays in 442 newspapers; 1-minute spot announcements or 20-second chain break announcements over many radio stations in our territory; television spot announcements concentrated on stations in San Francisco, Los Angeles, San Diego, and Phoenix; direct mail, giant "telegram" announcements; point-of-purchase banners, stickers, and lapel buttons bearing the campaign theme, "Greyhound Rolls Ahead."

The objective of the promotion was twofold: let people know service was resumed and recapture the business lost during the 3-month strike.

The strike had been reported by press and radio throughout our terri-

**MORE THAN 70% OF THE NATION'S PURCHASING POWER
IS CONCENTRATED AMONG UPPER-HALF FAMILIES...**

**The
CHICAGO DAILY NEWS
IS
FIRST
IN HOME COVERAGE
AMONG UPPER-HALF FAMILIES
IN CHICAGO AND SUBURBS**

The Chicago Daily News is Chicago's HOME Newspaper. In support of this all important claim, the Daily News presents herewith the findings to date of an independent and continuing survey of Home Coverage in Chicago and Suburbs.

**COMPOSITE PROJECTION OF UPPER-HALF* INCOME FAMILIES
FOR THE FIRST EIGHT STUDIES COVERING**

- | | |
|-----------------------------------|----------------------|
| 1 River Forest and | 2 Oak Park |
| 3 Wilmette and | 4 Evanston |
| 5 Beverly Hills and | 6 Washington Heights |
| 7 Forest Glen
& North Park and | 8 Albany Park |

**OF THE 85,026 FAMILIES WHO LIVE IN THESE AREAS
58,730 or 69% ARE UPPER-HALF**

CHICAGO DAILY NEWSPAPER HOME COVERAGE OF UPPER-HALF

TOTAL UPPER-HALF FAMILIES 58,730.....100%

CHICAGO DAILY NEWS 68%

2nd PAPER 61%

3rd PAPER 25%

4th PAPER 17%

**Have Annual Incomes in Excess
of the Median Average of \$4600
for the Metropolitan Area.*

ABOUT THIS SURVEY

The income and home coverage data have been obtained from carefully processed "area" samples. Further information is available to advertisers requesting such through representatives of the Chicago Daily News. This survey is financed by the Chicago Daily News, and conducted by J. R. Brady and Associates, an independent research organization.

CHICAGO DAILY NEWS

FOR 77 YEARS CHICAGO'S HOME NEWSPAPER
JOHN S. KNIGHT, *Publisher*
DAILY NEWS PLAZA: CHICAGO 6, ILLINOIS

NEW YORK OFFICE:
9 Rockefeller Plaza

SAN FRANCISCO OFFICE:
Story, Brooks & Finley, 703 Market St.

DETROIT OFFICE:
Free Press Building

LOS ANGELES OFFICE:
Story, Brooks & Finley, 1651 Cosmo St.

NOVEMBER 1, 1952

IN THE GREAT QUAD-CITIES

(Davenport, Iowa; Rock Island, Moline and East Moline, Ill.)

A \$451 MILLION
MARKET

THERE'S MORE MONEY IN DAVENPORT PER CAPITA

Davenport	\$2,074	Moline	\$1,898
Rock Island	1,881	East Moline	1,590

*National Average — \$1,423

AND MORE LINEAGE IS PLACED IN THE DAVENPORT NEWSPAPERS

DAVENPORT NEWSPAPERS	Total Lineage	26,852,154
Paper A	Total Lineage	12,426,736
Paper B	Total Lineage	11,107,838

AND YOU'LL GET MORE FOR YOUR MONEY BY USING THE DAVENPORT NEWSPAPERS

Newspapers providing the only effective
home-delivered circulation
throughout the Quad-Cities!

* Figures from Sales Management
Survey of Buying Power, May 10, 1952

**MORNING
DEMOCRAT**

Evening
DAILY TIMES

Sunday
DEMOCRAT & TIMES

Serving the Quad - Cities of
DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS
HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by JANN & KELLEY, INC.

tory. Our comeback sales promotion theme, "Greyhound Rolls Again," became headline news in most newspapers when the strike ended. But we had to bring back customers. To strengthen our "rolls again" theme we added the message "Greyhound Rolls Ahead." The second theme was continued during the 30-day campaign.

The "rolls ahead" theme accomplished three things: (1) reminded people that we were operating once more; (2) made people think that Greyhound was introducing new equipment and improvements in service and schedules—which was true; (3) implied that Greyhound was rolling ahead of competitors.

Simple and Extensive

We doubt if any other bus line or transportation company embarked on so far-reaching an advertising campaign. It was simple and extensive. The "rolls again" theme in newspaper advertising added this supplementary message: "Complete Greyhound service daily from . . . (naming city in which the copy was run)" and "More Service, More Often to More Places."

Radio spot announcements stressed this news angle: "Have you heard the good news? Pacific Greyhound will operate from your local depot on full-time schedules tomorrow!" This was followed with "Take it easy . . . take a Greyhound" and comments on comforts and advantages of our service.

The "We're Rolling" television spots featured a long line of Greyhound buses crossing Golden Gate Bridge and proceeding over streets of San Francisco.

Principle targets of this 30-day advertising campaign were 46 major cities throughout our system which account for two-thirds of our passenger sales volume. The "Rolls Ahead" theme was stressed with constructive reminders: "More Travel Extras . . . No Extra Cost"; "So Frequent . . . So Thrifty." Although this advertising increased sales in these 46 markets, we knew we had to educate our employees and agents in salesmanship.

Our merchandising, publicity, and advertising activities are gathered into one operation called "traffic." The general traffic manager is like a general sales manager. Four geographical areas are in charge of regional traffic managers. Securing business is the traffic manager's job. The traffic department is responsible for

SALES MANAGEMENT

When you think straight...

Every subscriber reads a business magazine in the future tense. The articles may describe current case histories, but he searches them for pathways to progress. SALES MANAGEMENT editors carefully select all stories for their promise of future gain to readers. But they don't stop there... They're always several jumps ahead of the calendar . . . with analyses, judgments, forecasts whose full proof will be available only at a later date. The fickle future could double-cross them. The score, however, is heavily in our editors' favor. The examples at the right are typical of SALES MANAGEMENT'S habit of venturing beyond the safe and obvious present. And of the consistency with which the turn of events confirms our conclusions.

We've been told . . . by way of compliment . . . that we stick our neck out more than any other magazine. Our record in this respect is one of the reasons why more of the topmost buyers of advertising subscribe to SALES MANAGEMENT than to any other business paper . . . why year after year their subscription renewals *average* above 75%. They know that one of the virtues of sticking your neck out is that you can see around corners—in this case the big corner that hides future sales conditions.

you can see around corners

SURVEY OF BUYING POWER. Checking the decennial U. S. Census figures shows that our annual estimates are better than 90% accurate at the end of the ten-year period, and on an annual basis are nearer 99% accurate. A similar verdict is given by the nation's leading companies, who are able to verify these estimates against actual returns . . . and who order more than 2,000 extra copies yearly, on top of regular subscriptions.

HIGH-SPOT CITIES. Our monthly forecasts of retail sales in more than 200 cities can be . . . and are . . . checked frequently throughout the year. The feature enjoys the same reputation as the Survey . . . used constantly by advertisers and media month after month, year after year.

FUTURE SALES RATINGS. SALES MANAGEMENT forecasts the sales trend in 107 industries for each quarter and the twelve months immediately ahead. The 1951 score: correct in 93 out of 107. For 1950 . . . the year Korea turned so many predictions into upset apple carts . . . the score was only slightly lower.

CORPORATE CHRISTMAS GIFTS. In a year when the word "gift" had picked up unsavory connotations, we figured business executives were anxious for factual data on gift policies and practices that would enable them to approach the custom with something more than a routine attitude. So we surveyed 1,500 companies. Result: A heavy response from readers and advertisers—PLUS 5,522 reprint requests from a four-line mention in Kiplinger Letter.

BACK IN AUGUST a Bureau of Labor Statistics release saying the average urban family was overspending income by \$400 was headlined in the nation's press. We said it couldn't be, gave reasons why. On September 16 the Senate-House Economic Committee released a story to the effect that the average family saved \$200, did not overspend by \$400.

Sales Management

THE MAGAZINE OF MODERN MARKETING
386 Fourth Avenue, New York 16, N. Y.
333 North Michigan Avenue, Chicago, Ill.
15 E. de la Guerra, P.O. Box 419, Santa Barbara, Calif.

NOVEMBER 1, 1952

75

marketing, service, schedules, and contracting for advertising. Under each regional traffic manager there are district passenger agents who are responsible for sales in their respective territories. They work with ticket clerks in terminals and with agents in small towns.

Greyhound operates its terminals in 30 large cities. In other communities, we are represented by agents who hold contracts with us to sell tickets on a commission basis.

While the strike was on, we held meetings at each of the four regional offices—San Francisco, Los Angeles, Phoenix, Portland—with regional traffic managers and district agents. We outlined our sales program and asked for their cooperation.

When service was resumed we held sales meetings in 15 key cities. Clerks, agents, and commission agents attended these meetings. Regional traffic managers presided and I attended each meeting to present the program from management's point of view. More than 1,500 persons attended these meetings. One hundred—department heads, district managers, district passenger agents, and district supervisors—were given manuals which covered the program in detail, and illustrated the advertising, scripts,

advertising schedules, direct mail, and samples of point-of-purchase sales tools.

Direct mail to promote the program involved three phases: First, when service was resumed, we mailed about 5,000 4-page brochures, in the Greyhound blue and white, to our own and competing terminal managers in the United States. They announced resumption of service and the company's desire to give better service than ever. Slogans reminded, "It's springtime in the West—springtime is travel time" and directed attention to a map showing 31 points of interest to travelers in the "Western Wonderlands served by Pacific Greyhound Lines . . . At your service."

Lost Customers Return

Second, an identical brochure with the caption "Let's work together to advance P.G.L. Leadership . . ." was sent to 4,500 employees, drivers, maintenance crews and office personnel. This promotional piece offered suggestions for bringing back customers and securing new business and drew attention to our advertising campaign to attain these ends.

A third version of the brochure,

stressing the "Rolling Again . . . Rolling Ahead" theme, was mailed to all Greyhound commission agents. The strike meant lost revenue for them. We expressed our regret and told what we were doing to bring back business . . . for them and us. We emphasized our advertising campaign and suggested ways to recapture business *at once*. At the same time we made available to agents a direct mail postal card to be sent to express shippers they had served or would like to serve.

About a week after service was resumed we followed up the message to our employees with another brochure. It offered suggestions to help bring back business. "Sell Greyhound Travel" . . . "Tell 'Em about Vacation Planning Service and Tours" . . . "Sell Folks on Charter Bus Service" . . . "Greyhound Package Express is a Natural."

Then, a second, a third, and a fourth piece were mailed to company agents at weekly intervals, to help them bring in more customers and to stress our advertising campaign. A "Greyhound Gram" was sent to 1,000 agents and travel bureaus. Resembling an oversize Western Union telegram, it was mailed in a Western Union-type envelope and carried this

"This is the size we ship to the Growing Greensboro Market!"



IF YOU'RE LOOKING for electrifying sales performance in a high-voltage market having 1/6 of the state's \$4-billion buying power—then you want the Growing Greensboro Market in North Carolina—South's No. 1 state! Here are 12 live-wire ABC counties having 1/6 of North Carolina's 4-million people who account for 1/5 of the state's total retail sales of nearly \$3-billion! . . . Sparking the sales in this major market is the 100,000 daily circulation of the GREENSBORO NEWS & RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, with selling influence in over half of North Carolina!

**Greensboro
News and Record**



GREENSBORO, NORTH CAROLINA

Represented Nationally by
Jann & Kelley, Inc.

Sales Management Figures

BIGGEST APPETITES IN INDIANA... "TEST TOWN, U.S.A."



More money is spent, per family, for food in South Bend than in any other Indiana city.* Here's a market where your advertising works! People in South Bend have big purchasing power — *and they use it!* Your advertisements in the South Bend Tribune reach *every* family in South Bend's Metropolitan Area (St. Joseph County). Write for a copy of free market data book entitled, "Test Town, U.S.A."

*Source: figures from Sales Mgmt.'s, 1952 Survey of Buying Power

The South Bend Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

message: "ROLL AHEAD WITH GREYHOUND! HUGE ADVERTISING PROGRAM NOW IN PROGRESS TO HELP YOU SELL. TIE IN WITH CAMPAIGN AS MUCH AS POSSIBLE. MEANS INCREASED PROFITS FOR YOU. BEST OF LUCK!" It was signed by the writer.

Probably the most unusual elements of our promotion were the point-of-purchase displays. We prepared bright red, yellow, and blue banners for display in all Pacific Greyhound stations. In chevron design, they measured 10¼" x 13½". They were designed for use in various places, depending on the location and needs of the agent. Eight different banners emphasized Through-Express buses, Vacation Planning Service, More Schedules to More Places, etc.

Bull's-eye "Rolls Ahead" stickers and metal lapel buttons completed the advertising material. Blue and white, 2½" x 4" stickers were designed for use on windows, ticket counters, bulletin boards, buses, and other strategic locations.

Lapel buttons the size of a silver dollar showing the white lettering and Greyhound trademark against a blue background, announced "Greyhound Rolls Ahead." All company employees wore the buttons.

We adapted the "Rolls Ahead" theme to Greyhound's campaign during this period. For example, when 30 new coaches, ordered before the strike, were placed in service, we sent releases and pictures to local newspapers with the caption, "Greyhound

There is a great advantage in making frequent tryouts of the junior men in any organization to more responsible positions. When such a man succeeds, the whole organization will take on new life.

From Incentive Management
by James F. Lincoln
President,
The Lincoln Electric Co.,
Cleveland, O.

Rolls Ahead with 30 new luxury coaches."

We opened two new terminals—Stockton, Cal., and Flagstaff, Ariz.—and held opening day ceremonies. Civic officials were present and we invited the public to come in and receive souvenirs such as orchids, candy,

and children's gifts, including gas-filled balloons imprinted with "Greyhound Rolls Ahead." Large newspaper advertisements carried out the theme "Greyhound Rolls Ahead with new terminal facilities." Whenever new schedules or services were added, newspaper and radio advertisements carried the theme, "Greyhound Rolls Ahead with new through-express service, Los Angeles-St. Louis, etc."

What were the results? That question is difficult to answer. In any sales campaign, we never know what business we would have done without promotion. But we know that in most cases a long strike or interruption means a long period of depressed business. Some companies are never able to reach pre-strike levels after an extended period of business inactivity.

Our service was resumed May 20 with full schedules and increased during June and July.

Without advertising and promotion, we could not have extended service. Probably we would have been forced to cancel schedules and curtail operations in many areas. Executives with other bus lines commented on our campaign. Perhaps it may inspire a bolder, less conservative approach to transportation advertising.



it swim...crawl...burrow?

Neither!

It Just Grows...Helps Keep the Income of Pennsylvania Farmers Steady!

If you stare long enough you may discover that you're looking the lowly spud squarely in an eye in this lash-length close-up.

Pennsylvania farmers dig 'em up by the millions every fall, for the common potato is just *one* of a wide variety of valuable cash crops that keep their incomes at a high, steady level—right around the calendar.

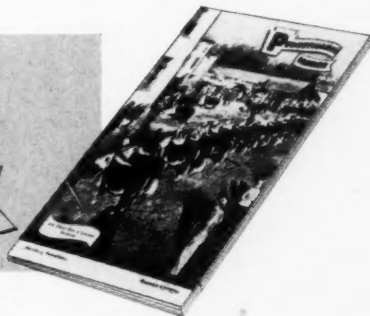
This strong, *steady* income makes farmers in this *top-third* state of Pennsylvania worth watching. They're always *selling*—always *buying*.

PENNSYLVANIA FARMER—the local farm paper that reaches 4 out of 5 farm families twice a month—is the best choice to promote the products *you sell*.

Crop diversification also brings constant, year-round income to farmers in two nearby states, Ohio and Michigan. So keep your eye on the farm publications that reach *buyers* with cash—PENNSYLVANIA FARMER, OHIO FARMER, MICHIGAN FARMER. Get the full story—write to T1013 Rockwell Avenue, Cleveland, Ohio.



Harrisburg



Two other states that have a steadiness of income like Pennsylvania are Michigan and Ohio—served by MICHIGAN FARMER and THE OHIO FARMER.

OHIO FARMER, Cleveland

MICHIGAN FARMER, East Lansing

Test Campaign Costs:

Radio Spots	\$165.00
TV Appearances	350.00
Newspaper Advertising	520.00
Participation on Local Electric Com- pany's TV Program	
Publicity Stories	
<hr/> Total	<hr/> \$1,035.00

Sales Results:

Week	No. of Fans Sold	Co-op Adver- tising Dollars Earned by	Amount of Sales
		Retail Outlets	
First	102	\$306.00	\$7,667.34
Second & Third	74	\$222.00	5,562.58
<hr/> Totals	<hr/> 176	<hr/> \$528.00	<hr/> \$13,229.92

Pay-Off for a Low-Budget Campaign

The immediate goal was a sellout of Viking residential window fans, but the long-range objective is to develop dealer confidence in saturation promotions, wider use of co-op advertising, and a better product delivery setup.

Viking Air Conditioning Corp., Cleveland, set out last summer to test what a small manufacturer can do promotionally to help distributors and retailers. Aided by the torrid weather, it got the answer within five days: a sellout of Viking residential window fans. The test promotional campaign was scheduled for 21 days.

The cost in relation to sales? Advertising expenses, on first-week sales, amounted to 13% of the gross, but on subsequent call-backs sufficient sales were closed to lower advertising costs to 7.8% for the 21-day period. The campaign was self-liquidating.

Viking's promotion involved Leff Electric Co., distributor, and Atlas Radio and Television Corp., a large-volume, 6-store Cleveland chain. Viking, producer of exhaust ventilating equipment, furnace blowers, and humidifiers in addition to residential fans, sought, in this campaign, to test rifle-shot promotion for a single product.

Specifically, Viking wanted answers to these three questions:

1. Can concentrated promotion sell fans faster? Viking sold 176 fans during the test. So the answer is "yes."

2. How can co-op advertising be strengthened? (Read the rest of the story for complete details.)

3. Is the company set up to supply retailers with the product in the way they want it? In light of the quick sellout of fans, the company will revise production schedules.

Before promotional plans were canceled, these promotional techniques were employed:

... Radio spot announcements during a period of five days.

... Concurrent participation on a local television program.

... One 6-column newspaper advertisement.

... Several courtesy showings of the Viking window fan on the local electric company's TV program when the temperature passed 85 degrees.

... Four stories in local newspapers.

Promotion and publicity were placed through the Bruthers Co., Cleveland. Editors were approached with story ideas and pictures. The timeliness of the "how to keep cool" theme received instant attention. Each editor then developed his own story ideas, and Viking provided additional data and illustrative material as requested.

For each fan a dealer purchases, he receives one certificate called "Vadnit" (Viking ADvertising uNIT).

This has a surrender value when returned to Viking with receipted media invoices and tearsheets of \$3. These are credited up to 50% of the cost of the local advertising.

The advertising money credited therefore was slightly more than half the money spent, which clearly implies the most favorable kind of co-operative deal, in which manufacturers, distributors and dealers all move enough merchandise to give back in immediate sales all promotional costs incurred.

More important, from the standpoint of future operations, were the test results of the program. These findings were judged to be of great significance:

... Timing intensive promotional efforts, aimed at moving ventilating equipment, to coincide with unusually hot weather proved to be a sound procedure. The unanticipated volume of business which forced the interruption of the program, it was agreed, was attributable to the exceptionally hot and humid spell which blanketed the city during the five days of advertising. Customer reports confirmed this fact. The heat broke all records.

In the future, Viking plans to capitalize on this finding by having plans ready and holding them in abeyance until optimum weather conditions call for similar all-out efforts. It also plans to arrange its production schedule so it will not be caught short again.

... It was concluded that it would be wise in the future to alert store salesmen to concentrate on selling fans and only incidentally exploit other lines of merchandise. Lengthy

demonstration of other appliances, it is believed, is less profitable than to give virtually exclusive attention to ventilating units which are promoted in co-ordinated, concentrated fashion.

...Subsequent experience following termination of the test campaign shows that the sale of fans on time payment has increased tie-in sales to customers as they continue to come in to make their instalment payments.

This finding indicates that in the future it should be relatively easy for

Viking to encourage other retail outlets to participate in well-timed promotional programs.

...Viking officials feel that the test has alerted them to another implication of such a program when it is conducted in the future. That is the readiness to take advantage of the eagerness of other dealers who sell competitive lines to be named Viking distributors. Many retail outlets reported increased demand for the advertised product.



THERE'S A PERSONAL WELCOME—and good-by for buyers who visit Beech Aircraft's home field. Virginia Martin, flight lounge receptionist, says the final "thank you" to the James family, who are flying away in their second Bonanza.

Beech's Customer-Relations Touch

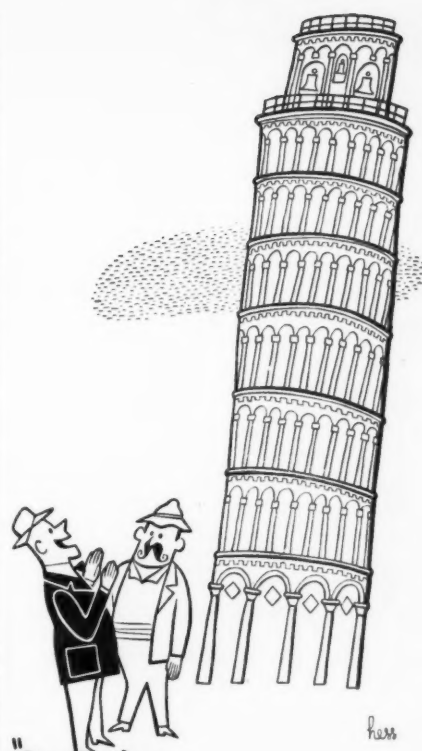
Concern for friendly customer relations shows up in many ways: The New York Central Railroad rolls out the red carpet for passengers boarding The 20th Century Limited. Your dealer gives your car a high polish—and the salesman flicks dust from it—just before he hands the keys to you.

Now we'd like to tell you how Beech Aircraft Corp., Wichita, Kan., makes those little human gestures which give the buyer extra satisfaction with the step he's just taken, and the feeling that he is dealing with friendly people.

When a customer for a \$19,500 Beechcraft Bonanza or a \$90,000

twin-engine Executive B-18 comes to Wichita—he usually flies in—he's met by a sales department representative. Often, it's C. G. Parkhurst. Usually, the buyer has accepted Beech Aircraft's offer to reserve a hotel room. Parkhurst guides visiting buyers through the factory and around the city, introduces him to Beech executives, and at plane delivery time, checks the new ship for smudges or dust on the instrument panel.

Salesmanship at Beechcraft means minute attention to detail. "We try to let the customer know," says Parkhurst, "that he is the most important man around."



"Bravo...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

SMARTLY RESTYLED..
brilliantly designed...

1,500 new rooms now
ready to make your next
stay in Chicago
a memorable event.

1,500 new reasons...

you should *always* stay
at the Sherman...
Chicago's "personality" hotel.



World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

FOR SHOW ME PROSPECTS: Perfection Stove salesmen can talk with confidence about points which make one stove better than another. They've seen theirs—and competitive brands—stripped down and compared point-by-point. Then . . .



How to Compare Competitors

Brand	Width	Model	Sug- gested Dealer List	Weight	Oven Dimen- sions	Total Surface Watt- age	Total Oven Watt- age	Type Surface Unit
Perfection								
Kelvinator								
Admiral								
Hotpoint								
G-E								
Crosley								
Tappan								
Florence								

WHERE ARE WE STRONG? Perfection analyzes each competitor on a "cross-bar" chart. Now there's no excuse for salesmen hemming and hawing when prospects question competitive features.

Perfection Proves Merit of "If You Can't Lick 'em, Join 'em"

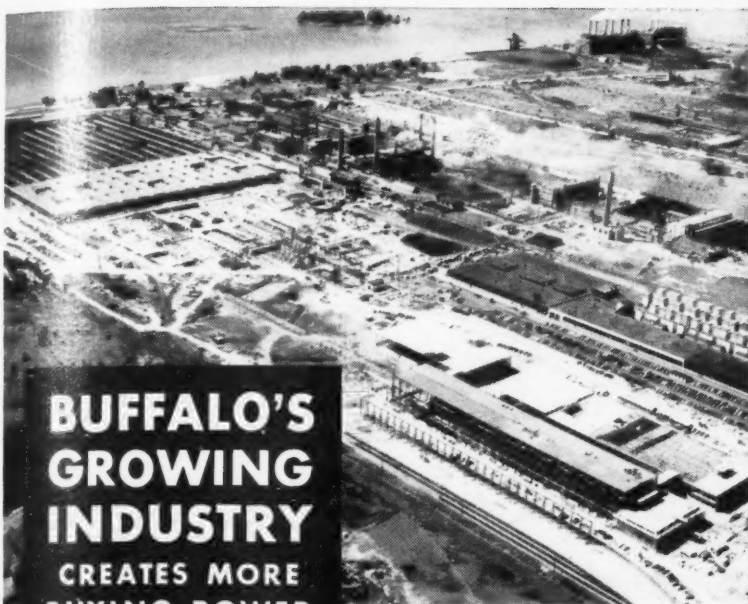
The future was clear: The market for oil stoves was disappearing. When Perfection went into gas and electric ranges it had to rebuild the sales force, re-train rural dealers, and develop new ones in the big-city markets.

Based on an interview by William Tanner with
LESLIE BUSHFIELD
General Sales Manager, Perfection Stove Co.

Perfection Stove Co., Cleveland, was unbeatable as long as its customers were out in the country, beyond the service of gas mains and power lines.

In 60 years, Perfection had sold 10 million oil stoves. But as electric lines and gas mains linked the nation, fewer and fewer oil stoves could be sold.

"Some of our competitors closed down, leaving us practically alone in the oil stove field," explains Leslie



**BUFFALO'S
GROWING
INDUSTRY
CREATES MORE
BUYING POWER
FOR
NEWS READERS**

**\$20,800,000 EXPANSION
OF CHEVROLET AT BUFFALO**

Sell the NEWS READERS
and you sell
the whole Buffalo Market
... over 1,400,000 people

**The Second Largest Market
in New York State**

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER



the sign of *Top*
Car Rental Service!

**in Hollywood, California
the National Car Rental
System Licensee is the
SAUNDERS Drive it
Yourself System.**

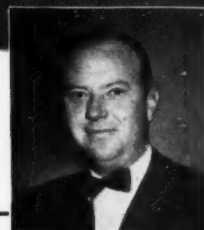
You can enjoy the luxury of "personal" transportation wherever you are throughout the world, by renting "your" car from National Car Rental System Licensees.

Whether you travel for business or pleasure you'll find comfort, convenience and courtesy at every NATIONAL Representative. Renting a NATIONAL car means you are assured a late model car, filled with gas and oil, in ever-ready, tip-top running condition.

Make your car rental reservations through your local travel agent, airline ticket agent or local NATIONAL Representative. Credit privileges to holders of air travel cards.



Typical of NATIONAL Licensees is SAUNDERS' Drive it Yourself System in Hollywood. Conveniently located, geared for efficient service, SAUNDERS' operations are headed by enthusiastic, friendly, Joe Saunders, Jr., who is always happy to do his best for the traveling public.



NATIONAL CAR RENTAL SYSTEM
1209 Washington • St. Louis 3, Mo.



Any SALESMAN

WILL SELL MORE...



WITH A Viewmaster*

THE EASEL PORTFOLIO THAT DISPLAYS ONE SHEET AT A TIME

As each sheet is viewed, it is flipped over the top. Special construction allows all sheets to lie perfectly flat without expensive cloth hinging. Loose leaf. Simply lift Viewmaster by the front cover and the automatic easel sets it up firmly. Carried in stock in four sizes.

SEND FOR FREE FOLDER

*Also 100s of other items.

Sales Tools, Inc. 1704 W. WASHINGTON • CHICAGO 7, ILL.

LITHOGRAPHED CARDBOARD DISPLAYS

IDEAS

EXPERIENCE

FACILITIES

It's the IDEA that makes a Display a standout . . . INLAND Ideas are fresh and different . . . and we do a honey of a production job—colorful and eye-compelling. Let us think up a "Look Again" Display for you . . . Ask us over today!

INLAND

LITHOGRAPH COMPANY


CHICAGO 6 • RANDOLPH 6-3256

AGE

The American Legion Magazine

36.9 Median Age of Men Readers
(18-70 years of age)

Ages	%
18-25	11.4
26-35	36.5
36-45	24.0
46-70	28.1



Source: Starch Consumer Magazine Report, January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE

Bushfield, general sales manager. "Nevertheless, we knew we should go into the gas and electric stove business, too."

The time had come during World War II, but it couldn't be done then as Perfection had converted 100% into military work. At war's end, the pent-up demand for oil stoves kept production at full tilt. The company could not catch up with the times and get into the gas stove business before 1949, and it was not until 1950 that it was able to introduce its first electric range.

By this time, some 100 stove manufacturers had a firm grip on distributors and dealers and on public acceptance for their brands of electric and gas ranges. The modern city dweller, weaned on gas and electric cooking, scarcely knew about Perfection's oil stove fame.

But the company was prepared for battle. Once it began, Perfection moved fast, as its sales curve shows. In appliances alone, it went from \$8 million in 1950 to \$11 million in 1951, and is expected to hit \$13 million this year. In addition, its Furnace Division has greatly increased company sales. A considerable portion of its plant capacity is used for contract and war material production, as a result of which the company enjoys total annual sales substantially in excess of double its appliance sales volume.

Basic Sales Steps

Here are the steps Perfection took:

When postwar pressure for replacements in the oil stove market began to ease, Perfection wanted to get into gas and electric range production as quickly as possible. One way to save time and money was to buy existing tools and dies. Accordingly, Perfection acquired the assets of the Standard Gas and Equipment Co., Baltimore, Md., maker of Oriole and Acorn gas ranges.

Perfection also acquired Standard's list of 2,000 gas range dealers. For a while, the company continued to produce the Oriole and Acorn ranges, but eliminated them last year and now concentrates on the Perfection brand.

Gas and electric ranges meant new and wider markets. More production floor space, therefore, was needed than was provided by Perfection's old, five-story plant. The best way to get a plant suited to rapid production is to build one. With a \$4 million loan, a giant, \$7 million one-story structure was built on Cleveland's East Side. Also, adjacent to its

original Platt Avenue factory, a new \$1 million research laboratory was constructed.

With the assembly line ready to roll, Perfection now was faced with the problem of selecting the best way to make its red triangle trademark as familiar in the city as it was in the country.

From its earliest days, the company had sold directly to dealers. It had no experience with distributors. A study showed that the gas range industry as a whole used the direct-to-dealer method. For these reasons, the newcomer decided to stick to its old method.

Perfection could make little use of its prewar and early postwar dealer organization. The new market swelled beyond the boundaries of the old. Even where gas and electricity had been introduced into old Perfection territories, the same dealers did not always prove to be the best for the new lines.

Prewar, the company employed 100 salesmen who serviced 20,000 dealers. The war reduced the sales staff to a handful of men. A skeleton crew kept in touch with dealers, sold no new oil stoves, made service and replacement calls only.

After the war, approximately 40 of the old staff returned. Nearly half, however, did not meet selling standards for the new gas and electric lines. They were old-timers, mostly, who found it difficult to adapt to the fast pace of modern selling. Other jobs were found for many of these men as Perfection gradually built up its sales staff to 85 by 1949. Today there are 90 salesmen in the territories. It plans to have 130.

Dealer Appraisal

Just as some prewar salesmen were unsatisfactory for the new lines, so were many prewar dealers. Some had not kept pace with the times, had not grown with their communities. Therefore, of the original 20,000 dealers before the war, Perfection re-established dealerships with 10,000 only. Some 15,000 were added in new territories, making a total of 25,000.

By the end of 1950, Perfection was well represented in most of the small and medium-size cities as well as in rural communities. Sales began to mount.

As long as sales continued to rise, Perfection was willing to bypass big-city markets. But by mid-1951 competition became more keen as the white-goods industry was faced with a slow-down.

Perfection then decided to make a

move to capture a share of the metropolitan market. To do so, it shifted from its exclusive direct-to-dealer selling method and appointed 4 distributors, on an experimental basis.

One distributor is in Cleveland, Perfection's home, where the company can keep a close eye on the distributor operation. Others are in Dallas, San Antonio and Fort Worth.

It is too early to measure results, but Bushfield admits this will mean a smaller margin of profit in big-city sales. He points out, however, that a distributor can be more economical in slow times since direct-to-dealer sales must be at a high level to be successful.

To introduce itself and its new lines throughout America, Perfection expanded its advertising program. Always a heavy advertiser in farm publications Perfection continued in them and added leading women's magazines and a general weekly.

Promotion to Dealers

To attract dealers, Perfection advertises regularly in business publications. Its first splash was a 9-page tip-in in *Electrical Merchandising* which featured its new gas ranges. Later, another 9-page tip-in featured electric ranges.

But Perfection knew advertising alone was not enough. To keep its name and qualities before dealers, it had to rely on salesmen.

For months before Perfection even introduced its first gas ranges, its salesmen were instructed to read all the literature they could on competitive lines and to report to headquarters dealer attitudes and questions about gas ranges.

By the time the first range was shipped, Perfection had a good idea of what to expect from dealers. Some dealers, already well stocked with appliances made by internationally-known companies, were going to ask some sales-stopping questions of Perfection representatives.

So here's what the company did:

A 4-man team from its sales and engineering departments toured the districts. Before 15 or 20 salesmen, the team would strip down models of Perfection and competitive stoves. The team showed the men where the other stoves are weak and where Perfection is strong. From information the men had brought in themselves, the team anticipated questions they were most likely to be asked, and it gave the men answers to those questions.

One man from each district was brought to company headquarters

Mark your product



for more sales

- with a
METAL NAME PLATE
by

CHICAGO THRIFT-ETCHING CORPORATION

Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality . . . marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana

"T" is for Teacher



**And she's counsellor and
confidante of 26,000,000
kids**

Ever discuss with your youngster something the school teacher said? Nothing is more futile than to argue with "My teacher says . . ."

That's why so many companies and industries are reaching America's 26,000,000 school kids with messages about their products, their way of doing business, their ideas about free enterprise, in State Teachers Magazines. Reaching over 866,000 teachers and administrators, only State Teachers Magazines can do an adequate job. Use all 44 state teachers magazines, or any group.

For the complete and amazing story, write for free booklet—"26 million kids . . . target for today!" Address Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

**State
TEACHERS
Magazines**

WANTED

**AT ONCE
FOR DELIVERY**

During the Coming Year

\$2,000,000,000

in RAW MATERIALS, PARTS
CONTAINERS and SUPPLIES

\$200,000,000

in MOTOR TRUCKS
and SUPPLIES

\$80,000,000

in BAKERY MACHINERY

Will Pay Regular Prices

We buy over 50 kinds of food ingredients; also most every item used in mechanized production and distribution. Cut yourself a slice of our market . . . call a BAKING INDUSTRY representative now.

This advertisement sponsored by the bakers who read BAKING INDUSTRY, representing 92% of the buying power of the Baking Industry.

15,197 ABC

More bakers subscribe for BAKING INDUSTRY than for any other bakery magazine.

BAKING INDUSTRY



SINCE 1887

**Bakers'
Helper**

105 W. ADAMS ST., CHICAGO 3

where he spent two weeks learning features of the ranges. These men became Perfection's Service Division—they know more of the answers for district salesmen.

But no man can be expected to remember all the answers to all the questions. So the company puts the answers in two forms:

One set of answers appears in 10- and 15-page brochures prepared for each appliance. The booklet gives complete product details and specifications, as well as the reasons it is included in the company's line.

The other method for answering dealer queries, which serves as well as a primer for sales talks, is a series of comparison charts. In these, Perfection lists every popular model of range on the market and compares them in table form with its own. Features are broken down on everything from height and weight to the color of the switches. Perfection, of course, believes its products come out on top often enough to make the breakdown comparison worth while.

As soon as the salesmen were briefed well enough themselves, they began to meet with dealers and dealer salesmen to pass along the information. Perfection still meets quarterly with its men to give them sales ideas, new information about the market, and to merchandise its advertising program. Salesmen are supplied with dealer helps which they pass on. These include pamphlets and point-of-purchase displays. Dealers are also given direct mail advertising service and are visited by a traveling home economist.

Management Changes

Perfection accompanied its change in operations from an oil-stove maker to a manufacturer of gas and electric ranges with changes in its top management. L. S. Chadwick, president for 29 years, retired and was succeeded by Don Smith, who had started as a clerk 41 years earlier. Bushfield was called up from his post as head of the Atlanta Division to be general sales manager. J. H. Rasmussen, who headed his own distributing organization in Chicago, joined the firm as vice-president in charge of appliance sales.

The new executives went to work on Perfection's outdated sales territories. They devised a new system for dividing territory to sell more stoves. This system, considered flexible enough to absorb the new salesmen Perfection plans to add, is called the Dollar Potential Sales Territory Plan. It is based on the potential

Distribution costs are finally leveling off, even being pushed down, by a combination of attacks:

- Scientific management in warehousing
- Specialized traffic departments
- Research in marketing methods and consumer analysis
- Improved advertising
- Training salesmen who can sell better

Practical Sales Psychology
By Donald A. Laird and
Eleanor C. Laird

buying power of every county in the country. It operates in this way:

An arbitrary figure is taken—for example, \$175,000—as the minimum sales figure which will support one salesman. Every county is rated for its potential sales. (Perfection uses several sources to get these figures: the United States Bureau of the Census, the United States Department of Labor, Gas Appliance Manufacturers Association, National Electrical Manufacturers Association, Institute of Cooking and Heating Appliance Manufacturers, and SALES MANAGEMENT'S *Survey of Buying Power*.)

Next, a center is chosen for the territory, for example, Indianapolis. From Indianapolis, a territory is built by adding adjacent counties until the \$175,000 potential is reached.

Dollars and cents are considered a better basis than unit volume for setting up territories because potential buying power and income in nearby counties will vary less than will potential product classes, which depend on available fuel. Two counties may have similar purchasing power, but one may not be serviced by electricity or gas. This still leaves the way open for selling an oil range.

Also, it is easier to determine if a salesman is doing a good job when territories are set up on the basis of dollar volume. Counties can be added or subtracted from a territory, or a territory can be broken up completely with a minimum of upheaval.

With a combination of old and new, Perfection has made a bid to meet the future and serve the past.

The company's confidence almost borders on audacity. At the start of this year, Perfection brought out 29 new models of gas, electric and oil ranges, more than anyone else.

SALES MANAGEMENT

When Dealers Ask "What Is Net to Me?"

Hunter Douglas salesmen open their newest sales portfolio, "Financial Statement-Venetian Blind Department," and show certified profit and loss statements from named retailers. There's a 2-way yardstick for profit claims.

Hunter Douglas Corp., New York, which manufactures components for venetian blinds, goes right to the heart of dealers' interest in its Flexalum line:

"The dealer who sells . . . 50% of this country's blind production directly to Mrs. Housewife can be rightfully expected to be interested only in one feature of this blind:

"Can it be sold at an average mark-up, absorbing its share of general operating expenses, thus beneficially influencing the yearly profit and loss statement?"

At the same time, Hunter Douglas addresses this question to itself: How to measure the effect of Flexalum's merchandising program on the financial position of venetian blind retailers?

Answer to both questions: Ask representative venetian blind retailers to analyze their profit and loss before and after concentration on the Flexalum line.

The analyses make an impressive portfolio for Hunter Douglas salesmen. In its promotion piece, "Financial Statement-Venetian Blind Department," the company says:

"We have tried . . . to determine whether there is an average ratio between net profit and net sales which can be applied to sales of venetian blinds on the retail level. Such ratio . . . has been established for most consumer goods . . . [here] are listed the typical median percentages of net profit to annual net sales on four retailing lines for . . . the period 1943-47 (source: Dun & Bradstreet, Inc.):

Retail Line	Net Profits to Net Sales
Department Stores	4.17%
Furniture	7.15%
Furniture, Installment	6.49%
Lumber	4.82%

Then Hunter Douglas asks: "How does this compare with the ratio between net profit and net sales achieved by a venetian blind dealer?"

Answer: See the detailed profit and loss analysis of 5 venetian blind dealers. Douglas Manufacturing Co., Clearwater, Fla., (despite its name it is only a retailer) which raised net profits to 9.86%, for example. During the year under study, Douglas' gross sales dropped 16%, while net profits rose from 4.96% to 9.86%.

Cuts Inventory Cost

Another retailer states its position: ". . . during a period in which we ceased our emphasis on stock blinds, and concentrated our activities on the sale of custom-made blinds, the higher margin of profit on the All-Flexalum blind prevented us from incurring a serious loss in gross profit when our sales volume declined; but, rather, because of the reduction in expense occasioned by reduced sales activity, we were able to secure even more net profits."

Hunter Douglas has given retailers a yardstick to measure the company, and the company has given dealers a yardstick to measure themselves. Result:

"A dealer should be able to ascertain whether his venetian blind department is realizing a net profit comparable to the average throughout the industry," and if he is lagging what he can do about it.

Atlanta Venetian Blind Manufacturing Co., Atlanta, which buys Hunter Douglas supplies, points out, on behalf of one of its retailers, "as the bulk of business is now done in custom blinds, inventory investment has been sharply reduced as compared with 1950 . . . the All-Flexalum blind is mainly responsible for the sharp increase in dollar volume in 1951."

2 ads sell over 5,000 dresses at \$85 and \$90

This is the main reason advertisers have made The New York Times the advertising leader in the world's leading market for 33 years . . .

The New York Times sells volume . . . in every price range.

Here are two examples:

Last summer, dress designer Henry Rosenfeld and Russeks, Fifth Avenue specialty store, teamed up to advertise a line of \$8.95 cotton dresses. That one ad in The New York Times Magazine sold more than 30,000 dresses.

At the other end of the price scale, a \$90 Seymour Jacobson gown was advertised in The Times last spring. That one ad sold 2,756 dresses . . . \$248,040 in retail sales.

A similar dress, retailing for \$85, was advertised in The Times this September. This second ad sold 3,000 dresses . . . or over \$250,000 in retail sales.

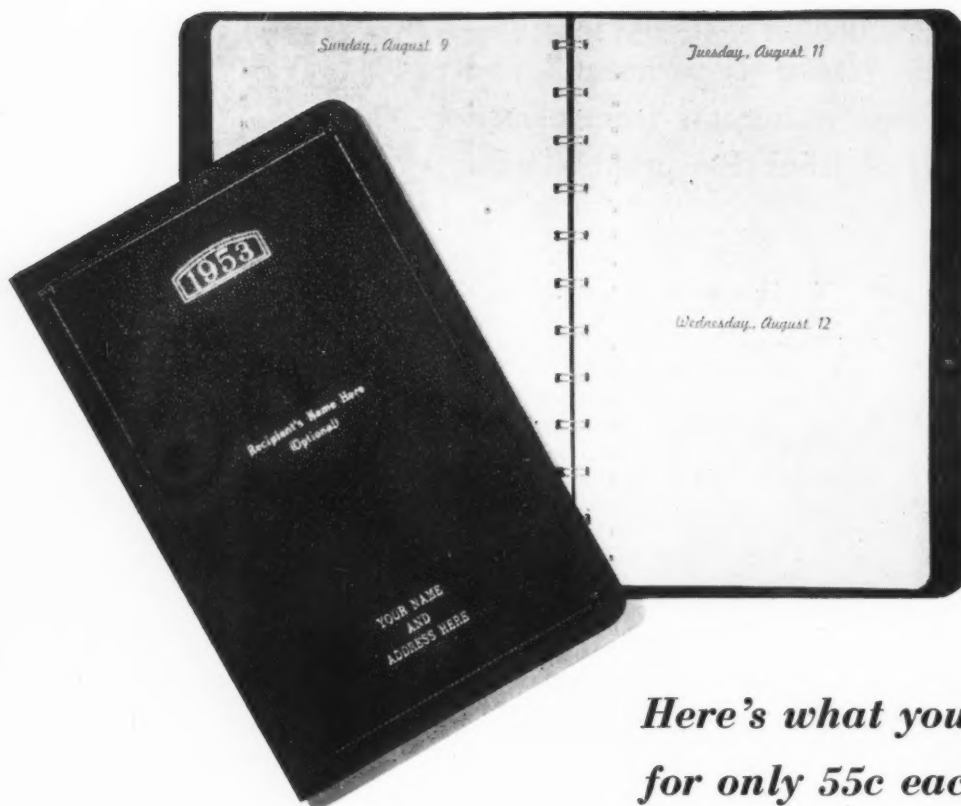
Pretty positive proof, isn't it, that no matter what you sell, no matter what your price range, The New York Times brings in the sales . . . brings them in volume. Put The New York Times to work behind your product. Get the complete New York Times story from any one of our offices.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

Boost Your Sales...



*by keeping
YOUR
customers
and YOUR
good
prospects
reminded
of YOU all
through 1953
for about a
penny a week*

*Here's what you get
for only 55c each in 1000 lots*

- Your ad stamped in genuine gold on cover.
- Size 5 x 8—printed on fine white diary paper.
- Extra pages for insurance records, census, addresses and other useful information.
- Bound in flexible, durable, black morocco grain imitation leather.
- Stays flat when open.
- Each book packed in a colorful holiday gift box.

[Individual names, if desired, at 15c per name]

*Send your order NOW so you will receive these
books in ample time for Christmas distribution*

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE • NEW YORK 16

Factory • Easthampton, Massachusetts



Tools for Selling



LOOKING FOR IDEAS inside Reynolds' trailers and buses, industrial packagers and farm builders seek one answer: How can I make use of aluminum materials?

What's Inside Reynolds' Trailers?

Plenty: show-how demonstrations of the company's aluminum foil military and industrial packaging, and farm building products. **Result:** new customers, more prospects.

Reynolds Metals Co., Richmond, Va., calls its 4 trailers "traveling workshops," not "mobile displays." They're making grass-roots whistle-stops across the U.S., showing customers and prospects practical applications of the company's military and industrial aluminum foil packaging and aluminum farm-building materials.

The workshops simply encourage greater sales of Reynolds' products. Farmers and farm construction people look for bargains and ideas in Reynolds' trailers; so does industry, bid-

ding on military and industrial packaging contracts.

The trained demonstration crews who man the trailers have this memo riding with them up in the tractors: "Rather than merely point out displays, *show* how our products and the applications of them can benefit users."

Are the trailers leaving sales in their wake? Reynolds has no way of accurately measuring, but can point to a swath of new customers along the trailers' trails. (Reynolds' net sales last year: \$216 million; in 1950,

\$167 million.) Paul Dearborn, manager, government packaging sales, takes this attitude: "The cost of these trailers, we think, has been justified by the excellent promotional work they have done for us, in addition to their specialized work on our foil packaging products." He concludes: "Our company is sold on the sales-tool value of trailers versus any mobile display heretofore used."

For several years Reynolds operated a Twin Coach display bus which contained permanent displays of various foil materials; but this was a "passive" display. No demonstration was involved . . . merely a brief explanation of samples. Reynolds wanted something better.

With the advent of the Korean war and a return to aluminum military packaging materials, the company was immediately faced with the problem of educating customers in the proper use of military packaging materials in order to promote sales.

Reynolds selected a tractor-trailer combination, with a 30 x 8 x 8-foot trailer. It is equipped with its own electric generator, vacuum pumps, dipping tanks, heat-sealing equipment and other animated demonstration gear. Completely self-retained, it holds 35 people per demonstration. It was put to work a year ago, and its first job was to get the Pentagon's nod. It did. Since, it's traveled 21,000 miles and has "played" to 20,000 people directly concerned with military and industrial packaging.

"Reaction from military and civilian viewers has been so outstanding," notes Dearborn, "that this unit is still on the road and is retracing its original steps . . . the Southwest, California to Seattle, the Middle West, the industrial centers of Illinois and Michigan."

According to Dearborn, the unit is effective in dispelling much of the mystery around the improved pack-

**"TY-ADS"
by
SPARKY**

**BILLBOARDS
THAT WALK,
TALK
AND SMILE...**

CONSTANTLY SELLING YOUR PRODUCT!

- One Tie or Ten Thousand
- Four-in-Hands or Bows
- Beautiful Full-Color Reproductions
Original Designs Trade Marks
All-Over Patterns or Spot Ads

A full range of colors, materials and reproduction processes (including hand painting, screen printing, application and discharge).

All ties designed and produced in our own plant, to meet your exact specifications, to fit your particular purse and purpose.

A COMPLETE PRICE RANGE

**Phone Wire Write
FOR FREE DESCRIPTIVE CIRCULAR**



SPARKY

Specialties, inc.

Sales Promotion Media

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**We will put this
"salesman" to work
for you for 30 days**

without charge... without obligation



PORT-A-VIEW

New Visual Selling Aid

Projector, Automatic
Slide Changer,
Viewing Screen,
All in One
Compact
Folding
Unit. \$49.95



Eveready
Case \$14.95
(As shown)

Here's how this "No-Strings-Attached" offer works:

You receive the FR Port-A-View express prepaid. You use it for 30 days. At the end of that time, it is your privilege to either ship it back to us express collect—or keep it and be billed. Simply attach this coupon to your company letterhead and mail it back NOW! The FR Corp., 953 Brook Ave., N. Y. 56.

Company Name _____

Address _____

City _____ State _____

Authorized Executive _____

Tools for Selling (cont.)



MINIATURE FARMSTEADS in Farm Institute trailer show application of aluminum roofing, display building product samples. Nearly 100,000 people have seen it.

aging methods developed by the Armed Forces for protecting overseas shipments of food, medicines, delicate instruments, spare parts. Dip pots and heat-sealing equipment can be removed from the trailer and used to make plant demonstrations where this is preferred. Attendants can package up any small part to meet approved specifications and actually show how it is done and explain factors involved.

In April Reynolds equipped a second, duplicate "military" trailer. It has just completed runs through the East, the Northwest, and is now ready to approach the South Atlantic states.

"Two men travel with each trailer," Dearborn states, "and this in itself has evolved into something beyond the pure sales-tool angle; it affords these men excellent training

for eventual positions in our sales organization."

The industrial packaging workshop, housed in a 30-foot all-aluminum semi-trailer, is now on its first tour of the nation. Fitted out with much the same mechanical apparatus as the military units, its job is to demonstrate to producers of industrial or so-called "non-food" packaged products the many uses of new types of aluminum foil packaging materials. The crew demonstrates and explains applications of protective, automatic packaging, and "self-salesmanship" features of aluminum foil wraps, pouches, folding cartons, corrugated cartons, fiber canisters and overwraps. Throughout demonstration, emphasis is placed on aluminum foil's power to create potential sales—"buy-me" packaging—at point-of-purchase.

Industrial applications demon-



A MATTER OF EDUCATION, farm unit goes "to farm folks everywhere." An agricultural representative is on hand to answer questions about these roofing samples.

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

RECENT SPECIAL STUDIES:

- 1—Analyzing the Impact of Television on Motion Picture Admissions by Areas.
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- 3—Calculation of Value Added in 1951 in 20 Industrial Classifications, by Counties.
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NOW AVAILABLE!

Tabulations For Your Sales Areas of Market Data From the New
SALES MANAGEMENT
1952 Survey of Buying Power

FOR THE REALLY TOUGH CONSUMER AND INDUSTRIAL MARKETING
PROBLEMS

Consult

MARKET STATISTICS, INC.

headed by Dr. Jay M. Gould, Research Director of the Sales Management

SURVEY OF BUYING POWER

AT 432 FOURTH AVE., N. Y. 16, MU 4-3559

GADZOOKS!



**Only 5 cities in the
United States have
Sunday newspapers with
circulations larger than
MINNEAPOLIS SUNDAY
TRIBUNE
620,000
in the Upper Midwest!**

Coming . . .

Why Airmaid Hosiery Mills' salesmen control 50% of media purchases. There's nothing theoretical about the plan; salesmen don't merely suggest, they actually choose Airmaid's media in their territories.

in Sales Management

. . . soon

INSIDE TRAILER actual packages are made and sealed to show industrial plants how to handle defense packaging efficiently. Key to program: Don't point—demonstrate.



strate: foil cartons for cooking utensils; canisters for can openers and other kitchen appliances; pouches for individual portions of granulated or liquid products such as "just enough oil to clean a gun." Pouches are also suitable for sets of small fasteners such as bolts or rivets, and automotive spare parts, such as gaskets. Prospects also get a look at plain foil wraps for use on bearings, electrical instruments, replacement parts.

Reynolds' Farm Institute display unit, a Model 44-D Fageol Twin Coach, has completed a 16-month jaunt, been visited by 97,000 people. So far it has logged 42,000 miles. Charles Walte, Jr., director, Farm Institute, comes up with interesting data: operating expenses for coach and operator, \$18,208; cost per visitor, 19 cents; cost per mile, 11 cents.

Reynolds' farm unit, like the others, is not routed willy-nilly. Says Walte: "Showing before vocational

classes in high schools and agricultural colleges is one of our primary objectives; but our emphasis is on educating the farmer, as well as what we call the 'influence' group. We've long recognized the need for taking a proper educational story of application to farm folks everywhere. There's no question, however, that the coach provides a great deal of 'sell.' He says this is evidenced by comments from jobbers and dealers. Another indication of success: there'll be another Farm Institute display coach by early spring.

To reach almost 100,000 visitors in 16 months, the farm coach made the rounds of 36 colleges, 53 high schools, 6 fairs, 9 state capitals, 8 Sears, Roebuck stores. It visited 116 jobbers and 349 dealers.

Inside the farm trailer are finished miniature scale models of "Aluminum Farmsteads," showing economical and functional farm buildings fea-



IN PACKAGING SHOP, question of how to meet military specifications is answered through "live" aluminum foil packaging, technical demonstrations.



"We've used Stereo-Realist slides in sales promotion for over two years with great success"

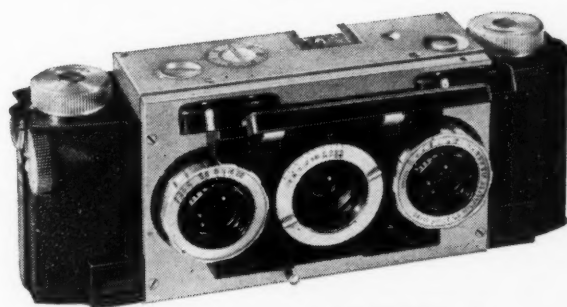
Says S. W. FRANKLIN, director of merchandising
Hudson Pulp & Paper Co., New York

THREE-DIMENSIONAL STEREO-REALIST slides make it easy for Hudson Pulp and Paper Corp. salesmen to impress customers with the gigantic operation that stands behind Hudson "Multiwall" sacks. They also show the bulky sacks themselves, filled, in their true proportions with the rich, full coloring of the printing.

REALIST slides are ideal for any firm interested in pepping up its sales promotion program. Their true-to-life realism simply can't be beat.

What's more, both buyers and salesmen are enthusiastic about REALIST sales kits. They're light, compact, and really effective. And you'd be amazed at how little it costs to put this outstanding visual sales tool to work for you. It's the ideal personal camera as well.

If you haven't seen REALIST pictures, ask your camera dealer or commercial photographer to show you some. Then you'll know why the REALIST is such a successful sales aid. DAVID WHITE COMPANY, 385 W. Court Street, Milwaukee 12, Wisconsin.

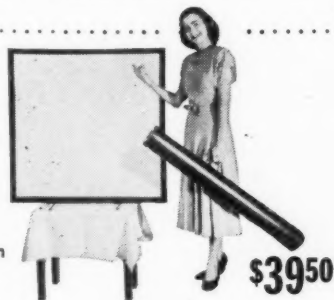


\$159.00 (Tax inc.)

STEREO Realist

THE CAMERA THAT SEES THE SAME AS YOU

Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.



\$3950

NEW REALIST SILVRSCREEN

Specially-designed for proper stereo projection. Elastic screen stretches absolutely flat, attaches easily to lightweight frame with Quick-Snap buttons. Surface is powdered aluminum bonded firmly for maximum reflection. Built-in tilt control directs reflected light to audience. Frame packs neatly inside attractive, tubular carrying case. Also available: 54" x 59" floor model with adjustable stand.

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ERIE, PA. - 5,000 WATTS

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ERIE, PA. is SERVED AND SOLD by WIKK

5,000 WATTS

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WICU-TV—Erie, Pa.—Headley-Reed Co.
WTVN-TV—Columbus, O.—Headley-Reed Co.
WTOD—Toledo, O.—Headley-Reed Co.

WHOO—Orlando, Fla.—Avery-Knodel, Inc.
WIKK—Erie, Pa.—H-R Co.
ERIE DISPATCH, Erie, Pa.—Reynolds-Fitzgerald, Inc.

Next Issue:

Big 5-Section Study on METROPOLITAN MARKETS

Watch for it in November 10 Issue

turing pole-frame construction. One counter shows complete application details of aluminum roofing and roofing accessories; the other counter is used to display building product samples. Descriptive literature covering product samples is available to visitors, and an agricultural representative is on hand to answer questions concerning use of aluminum on farms. Reynolds' field representatives are available to answer questions pertaining to merchandising.

Coaches were made by The Trailmobile Co., Cincinnati, and fitted by Reynolds Products and Applications Department, and Reynolds Parts Division. Interior finishing by Burton Rodgers, Inc., Cincinnati; tractors, Chevrolet Motor Division, General Motors Corp., Detroit.

How Holmes & Edwards Helps Bride and Groom

Holmes & Edwards Division, The International Silver Co., Meriden, Conn., recorded questions most often asked by couples in selecting tableware, made up a booklet called "Silver Sense," and now offers it to consumers through national advertisements of the company's silverplate.

It is simply an answer book. Because it anticipates questions puzzling most tableware buyers—and answers them—the booklet comes under the heading of customer service, a quality that takes the "indifference" out of product literature.

The Difference...

"Silver Sense" notes the minimum amount of silver necessary in the initial purchase, explains the difference between Holmes & Edwards and other silverplate. Fully illustrated, it discusses the traditionally accepted kinds of flatware for table use, helps the bride with a little tableware knowledge and the groom with none at all.

For a better understanding of just what is available in silverware for the homemaker's table needs, a complete inventory of Holmes & Edwards flatware is illustrated, together with six individual patterns from the firm's collection.

It is available, for a dime, at the Holmes & Edwards Div., The International Silver Co., Meriden, Conn.

SALES MANAGEMENT

Gifts from Berkshire Farms



food delights the whole family
can enjoy! 10 years of success.

Here are perfect gifts for those extra-special clients you want to remember in deluxe style this Christmas. Send us your gift list, and we do the rest—carefully pack each box, enclose gift cards, and schedule shipment for delivery on the date you specify. Gift packages can be sent to individual recipients, or in bulk to one address where you can distribute them.



The Sportsman

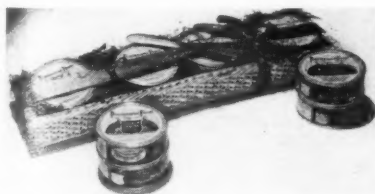
SPORTSMAN, gourmet, or bon vivant is sure to be impressed with this beautiful gift package. Each bin contains a whole choice, plump young Ranch-raised Pheasant in natural broth with Sherry Wine, cooked to tender eating perfection—ready to top off with a 15-minute browning in a hot oven and serve as the most luxurious course of the most important of dinner parties. Ideal also for buffet enjoyment or a Sunday Supper par excellence.

Order No. TS \$17.50 Postpaid

Pheasant Dinner DeLuxe

This attractive gift carton contains a choice, plump young Ranch-raised Pheasant in natural broth with Sherry Wine, accompanied by those delectable "trimmings" which traditionally accompany game birds—wild rice and currant jelly. In addition, there are two tins of Jellied Pheasant Consomme for the first course. This dinner will be a treat indeed to give to your gourmet friends. It is a complete party shelf meal in itself and can be ready to eat and enjoy in a matter of minutes.

Order No. PDD \$12.75 Postpaid



Pate Assortment

Cocktails for two or twenty, the snacks are sure to be "super" with this clever kit on hand. Includes a smart hand-made Madeira cracker basket for the serving, a stainless steel snack knife for the spreading, and for the canapes themselves—four tins of the most unusual pates dreamed up: Hickory Smoked Virginia Country Ham Pate in Port Wine; Smoked Turkey Pate; Smoked Shrimp Pate; Sea-rangy Lobster Pate. Order them for all your high-living friends.

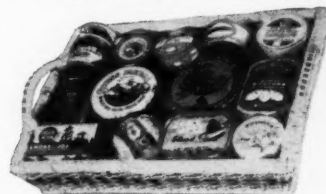
Order No. PPA \$3.95 Postpaid



Steins of Cheese

Delectable assortment of three fine imported cheeses, handsomely gift-packed in colorful earthenware beer steins you'll use again and again. Each cheese specially blended with choice brandy or wine to give it a delightfully unique flavor. Imported French Roquefort in Brandy, Canadian Cheddar in Port, and Gorgonzola in Brandy. Set of three 15 oz. steins of cheese.

Order No. SC \$8.25 Postpaid



Smorgasbord Tray

A sure-to-please gift for those people on your Christmas list who delight in sharpening their appetites with nibbles of sharp, spicy and succulent tidbits. Fourteen palate-tickling imported delicacies and cheese items on a large buff-willow Madeira smorgasbord tray.

Order No. ST \$19.25 Postpaid



St. Ivel Old English Plum Pudding

World's most delicious imported Plum Pudding contains the plumpest of muscatel and sultana raisins with currants, citron, fresh eggs, aged Demerara rum, sugar, orange and lemon peel, mixed spices, French Brandy, chopped almonds and old ale. Each 2 lb. 14 oz. Pudding is attractively done up in a porcelain bowl with Christmas trimmings, and packed in holiday red gift box.

Order No. BF 40 \$4.50 Postpaid

Berkshire Farms

271 MADISON AVENUE
NEW YORK 16, N. Y.
Tel. OREGON 9-1060

Ref. New York Trust Co., 40th & Madison,
New York, N. Y.

We also have fresh game birds in plumage or oven-dressed, as well as a wide assortment of holiday gift boxes. Write for free catalogue.

Say Merry Christmas THE CHEESE BOX WAY



The WALWORTH Basket

21½ POUNDS
OF CHEESE AND
HICKORY SMOKED MEATS

10 lb. Ham—2 lb. Summer Sausage—2 lb. Sliced Bacon—2 lbs. aged Swiss—2 lbs. Wisconsin Brick—2 lbs. Sharp Cheddar—and 1½ lbs. Dutch Edam.

IN AN OAK PICNIC BASKET **\$32.50**
WITH A TABLE—DELIVERED
DELIVERIES GUARANTEED

THE Original CHEESE BOX

4¼ lbs. of 10 varieties
of Wisconsin's Finest
NATURAL CHEESE

Packed in Wooden
Cheese Box

POSTPAID **\$6.85**
IN U.S.A.



BOXES DESIGNED AND PACKED BY
THE CHEESE BOX
BOX 521, LAKE GENEVA, WISCONSIN

SEND FOR BROCHURE OF COMPLETE LINE
Other Excellent Selections \$2.50 up

*Phone Pony



To carry your Phone
wherever you go . . .

Ideal gift . . . supports and carries telephone everywhere. Perfect for long cords or plug-ins, practical for regular cord. Phone secured by rubber covered clips, can be removed and replaced instantly. 19" high, adjustable several size instruments.

3.95
Ppd.

Manufacturers of BANTAM folding tables and BANTAM bars.

Free booklet, new and unusual small furniture items—quantity discounts.

MARTIN'S

P. O. Box 579
Olympia, Wash.

Can Cadillac Keep the Lead?

(continued from p. 27)

paint failures, were hard to see. . . .

Every year new cars come along, and oftener still new processes and equipment.

Every year sales leadership must be won anew on the strength of new products. And though for seven years—in fact, since 1941—motorists have been clamoring for cars, Cadillac must postpone them longer by retooling and changeovers.

"In 1946 and 1947," Jim Roche explains, "we had to get going with a prewar car. But by late 1947—when we still had 75,000 unfilled orders—we introduced a new body style, with fins in the rear, which appeared in February 1948. In the fall of 1948 we shut down for four weeks to tool up for a completely new car, with 160-horsepower, high-compression engine. Then in the fall of 1949 we shut down again to introduce complete new styling for 1950. Last fall—despite the Korean war—the story was repeated, with the 190-horsepower engine. And next January we'll have another new line on the market."

The Sales Section helps to initiate changes. "One thing we wanted," Roche says, "was a hard top coupe. We had to sell it to our own people here in Detroit. Then we had to sell it to dealers and motorists. It's now pretty popular."

Kelly Green for '53

As if 27 color combinations for seven models did not already offer enough variety, Roche wanted some "glamorous new colors." One was Kelly Green. (He is of French-Irish ancestry.) The Manufacturing Section said "we can't make it. And besides it won't stand up." So Roche had dark Kelly Green put on his own car. You'll find it in the 1953 line . . .

In the Sales Section under Roche are two assistant general sales managers—R. L. Newton for the East and E. F. Upson for the West. They supervise 17 district managers.

Eastern district managers are in Atlanta, Boston, Buffalo, Cincinnati, New York, Philadelphia, Pittsburgh and Washington. Western are in "California" (Los Angeles and San Francisco, where Cadillac operates factory branches), Chicago, Dallas, Denver, Detroit, Kansas City, Memphis, Minneapolis and Portland.

Chicago, Detroit and New York also have factory branches.

In 161 other cities distributors sell at retail and also wholesale to the 1,570 dealers.

The Sales Section embraces seven departments: Car Distribution, with R. H. Fernwood as manager; Parts and Service, G. W. Otto; Commercial and Export, R. C. Longhurst; Business Management, C. W. Criss; Merchandising, M. E. Fields and Organization and Analysis, G. D. Sills.

Car Distribution's job is to "get the right car in the right place at the right time." Throughout the country it distributes cars to branches and sub-branches, distributors and dealers in relation to their total demand and their preferences for models, colors and equipment.

To meet—at least proportionately—changes in demand, Roche points out, car allocations are based on a 12-month moving average of the total higher-priced new car sales in each market.

Emerges on Time

But Car Distribution also brings things down to cases *in the plant*. When *your* car is ready for manufacture its specifications are teletyped to seven stations. By co-ordinating the flow of components, it comes out just as you ordered it.

And, almost to the hour, it emerges when promised. Every day 30 or 40 new owners arrive to pick up theirs. Many travel from the West Coast, where the freight rate of more than \$300 on the car finances their trip. Some even come from abroad.

Parts and Service can see to it that your car lasts as long as you do . . . Cadillac, in fact, *does* carry you from cradle to grave: *Commercial and Export* has charge of chassis for ambulances and funeral cars, of which Cadillac is the largest builder.

Business Management helps build 1,731 better businesses among distributors and dealers; checks individual volume against sectional and national averages, and sends out troubleshooters to those who need special help.

Merchandising handles all Cadillac advertising, dealer advertising, signs and displays, direct mail and catalogs; produces material for sales and product training and for new model and used car programs; plans exhibits, and organizes conventions and sales contests.

Organization and Analysis guides

SALES MANAGEMENT

distributors and dealers in planning and making the most of their facilities and manpower.

Today, Cadillac is the only major motor maker that still sells primarily through distributors to dealers. With 70% of its dealers handling at least one other GM car, the distributors help them to "concentrate" on Cadillac's problems and opportunities. For further concentration the five factory branches—which do 15% of the total volume—provide direct market development.

Distributors operate in all other major markets and in such smaller markets as Albuquerque, N.M., Las Vegas, Nev., Sioux Falls, S.D., and White River Junction, Vt. With the branches, they serve an average of 10 dealers each. But some serve as many as 60. Larger distributors employ wholesale managers.

The distributors have been with Cadillac an average of 22 years. They are almost as closely a part of the Cadillac family as the branch managers. Every 10 days they report on new and used car business. Every month (keeping their books on a Cadillac-standardized basis) they turn in a financial report. Annually they come to Detroit to see new models.

The district managers keep in close touch with all phases of their business. Assistant Sales Managers Newton and Upson call on them frequently. So does Roche. The day after my visit he left on a series of meetings—20 in 16 working days—with distributors and dealers.

The Cadillac-distributor tie is further strengthened by the fact that, as Ahrens explains, "Many of our distributors and dealers have worked at Cadillac."

Dealers Doubled

Of the 700 dealers at Pearl Harbor, 98% managed to survive the war. Their number since has more than doubled. But their average Cadillac experience is still 10 years. Nearly all seem to be in to stay. Though Cadillac now has 1,000 applications for dealerships, only a half-dozen are appointed annually.

These are fine-screened. Choice of a dealer, Roche shows, is determined by:

1. His reputation, integrity and experience;
2. His merchandising ability;
3. His financing;
4. His facilities for selling and servicing, and
5. His personnel."

On the third factor: General

SHORT ON PULL?



A mention for a metal frame manufacturer in the September issue of **INDUSTRIAL MAINTENANCE** Magazine pulled 1,234 inquiries into our office within 28 days after publication. In addition, the maker was "swamped" with inquiries he received direct.

If you're trying to sell industry, you can capitalize on that kind of response. Advertise in **INDUSTRIAL MAINTENANCE** and you get the biggest, broadest industrial circulation available . . . over 75,000 monthly. You "step into" more than 50,000 well-rated plants in 23 different categories. You get a "listening ear" from the plant operating, maintenance and engineering groups who read **INDUSTRIAL MAINTENANCE** so regularly and so closely. You buy this live, responsive circulation at only \$1.75 per thousand. Try it!

PULLING POWER! INDUSTRIAL MAINTENANCE

Phila. 32, Pa.

It's Easier to Sell in

NEW YORK CITY

from stocks in the city

GET SPOT-STOCK SERVICE FROM:



5 LEHIGH WAREHOUSES



43 TRUCK LEHIGH FLEET



24 HOUR 50-MILE DELIVERIES

Make sales orders stick . . . give your men the edge of selling a full line on hand for next morning delivery. Get details today of Lehigh's warehouse-distribution service for sales efficiency.

WRITE, WIRE OR PHONE

LEHIGH WAREHOUSE & TRANSPORTATION CO.

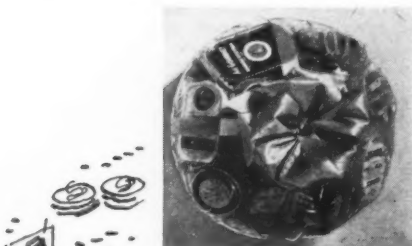
Telephones: (NY) Rector 2-3338 (NJ) Bigelow 3-7200
102 Frelinghuysen Ave. Newark 5, New Jersey



THE *Gift* THAT'S SURE TO BE REMEMBERED . . .

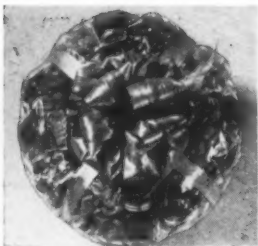
Yes, there's no forgetting one of the beautiful gift baskets from Seven Park Avenue Foods. Here is the utmost in quality—here, whether your gift list is one or a thousand, whatever your price specifications, you have the absolute assurance of unique assortments, beautiful packaging, and swift accurate delivery.

Write today for a detailed booklet which shows the wonderful range of Seven Park's world-famous gift baskets. All prices include delivery.



HORS D'OEUVRES ASSORTMENT

A superb collection of finest domestic and imported hors d'oeuvres—a gift to be enjoyed again and again and universally popular. \$10.00



CANDY, NUTS, JELLIES ASSORTMENT

An inexpensive assortment of finest quality delicacies—a gift treat to delight the entire family. \$10.00



SEVEN PARK FOODS

109 E. 34th St., New York City 16

Please send me illustrated booklet of gift baskets from Seven Park.

NAME.....
FIRM.....
STREET.....
CITY.....ZONE.....STATE.....

Motors Holding Corp. will help to finance a likely candidate. In a city of 100,000 he would need about \$100,000 to get started. He would have to handle at least 125 new cars annually. His first year's volume in new and used cars and service should exceed \$1 million.

Under Point 4, Ahrens emphasizes: "In every community the Cadillac dealership must be the best. The dealer must have the best location, layout, and facilities. And the best people." He should be active in the right clubs and civic projects. Especially in smaller communities, where he and his employees come in daily contact with their customers, he must be a solid citizen.

He must also be on his toes.

Roche tries to see to it that "the caliber of everyone selling and servicing Cadillacs is as high today as it was in the '30's when we had to scramble to keep alive." Some 15,000 mechanics from coast to coast have passed examinations admitting them to Cadillac Certified Craftsmen's League. Though the Division has not revived since the war a Merit Men's Club for retail salesmen, these standards still obtain.

The 3,700 retail men are solid citizens too. Their average age is 45. Full-time salesmen with five years or more of experience earn more than \$10,000.

Seeks Qualifications

Here are the qualifications which Salesman Ahrens seeks in each of them. He should be:

- "1. Honest." (Note that Roche put *integrity* first, for dealers.);
- "2. Good looking"—reflecting the product;
- "3. Ambitious"—preferably married, with a family;
- "4. Energetic"—these are the times that should stir men's stumps;
- "5. Intelligent." (This runs the whole gamut of situations from those requiring technical knowledge to the adjustment of man-and-wife differences on colors and seat positions.)

Cadillac helps the dealers to choose, train, organize and stimulate their people. Much of its work is in providing merchandising and promotional aids for them.

Earl Fields, merchandising director, keeps the advertising going to keep 20 million wanting Cadillacs—as well as the material to help dealers bring the wants down to cases. Here are some current aids:

1. A new merchandising file or prospect control system helps dealers

to develop in each territory up-to-date data on all people who should be able to buy.

These break a city into parts of 50,000 population each. Sector files are developed for personal calls on all these owners. The names are divided among salesmen, who contact each name every 90 days. A live prospect file lists all prospects being worked on by salesmen. The sales manager assigns each salesman a visible tray of live prospects. Sector file sales record cards of these prospects go into live prospect file in alphabetical order and by salesmen. A salesman then works these in a date file, for day-to-day follow-up throughout the month.

"Batting" Averages

Actually, the files are prepared by dealer's sales clerk—whose job also it is to keep track, daily, of each man's demonstrations and appraisals and of competitive sales. Weekly, the clerk corrects salesmen's used car lists, and checks showroom literature. Monthly, he reviews each man's live prospect file; prepares a sector price class report and floor duty schedule. Annually—just before new model announcement—the clerk comes up with the dealer's batting average in terms of Cadillac and competitive sales during the year.

Cadillac supplies free the forms for all this. Earl Fields thinks the merchandising file is a major factor in "keeping prospects alive now and in building more customers for tomorrow."

2. Cadillac has completed—but is holding for later use—a complete used car marketing program. This shows the steps a dealer must take before he can put the "Cadillac Standard symbol of integrity" on reconditioned cars.

3. A new product training program for 1953 will embrace everyone concerned with sales and service.

4. Dealers and their people will get a six-week post graduate course in customer relations. One textbook that supplements the study is the manual, "How GM Dealers Can Make More and Better Friends."

5. Cadillac and its dealers now are spending a record of about \$6 million a year in advertising. In 1953, Fields says, they will spend more.

About half of the present total is cooperative with dealers in local advertising. About \$4.5 million of all

of it goes into daily newspapers. Dealer co-op advertisements appear about twice a month in 1,700 dailies in 1,400 communities.

A consistent magazine program includes *Fortune*, *Harper's Bazaar*, *Holiday*, *House Beautiful*, *House & Garden*, *Life*, *National Geographic*, *Newsweek*, *The New Yorker*, *The Saturday Evening Post*, *Social Spectator*, *Sunset*, *Time*, *Town & Country*, *Vogue* and *United States News & World Report*.

Most insertions are monthly. All are single page, bleed, in color — green, blue, red, or maroon.

Cadillac steps up its schedule of 24 posters at announcement time . . . Its current TV debut is shared sponsorship with other GM divisions of outstanding football games . . . Spot radio efforts will be expanded, but plans have not been set . . . Varied direct mail tells a continuing promotional story to owners and prospects . . . Business paper advertising appears regularly.

The agency, MacManus, John & Adams, does creative work on advertising in all media. Roy Barbier is account executive.

Fields emphasizes: "Our advertising plans are flexible, to meet competition and—when we get materials—to meet greater opportunities."

Publicity helps too. Fields thinks Cadillac gets "more spontaneous mention than any other car." A clipping service turns up piles of stories, about unusual Cadillacs and feats and owners—including owners who have never driven anything else. But Cadillac does not attempt to evaluate them.

...and a Cadillac!

Indeed, the extent of publicity is quite immeasurable: Much of it is by word of mouth—by owners and non-owners, teenagers and truck drivers, engineers and showmen and socialites . . . Inadvertently and otherwise, competitors help: Chrysler cars have borrowed Cadillac's "V". Not long ago, on Ed Sullivan's Lincoln-Mercury TV show, a sweet young thing was asked what she wanted most in the world. Her reply: "A beautiful diamond and a Cadillac!"

But the division relies more on its own planned-and-paid promotion.

In a portfolio for distributors and dealers of newspaper advertisements run last year, Jim Roche wrote a foreword: "By all the yardsticks we know—including research . . . by independent organizations—Cadillac advertising is unsurpassed."

Different advertisements were in-

"This year

let's give the new

Kentucky Tavern Decanter"



KENTUCKY STRAIGHT BOURBON
BOTTLED-IN-BOND
100 PROOF— $\frac{1}{2}$ QT.

GLENMORE DISTILLERIES COMPANY, LOUISVILLE, KY.



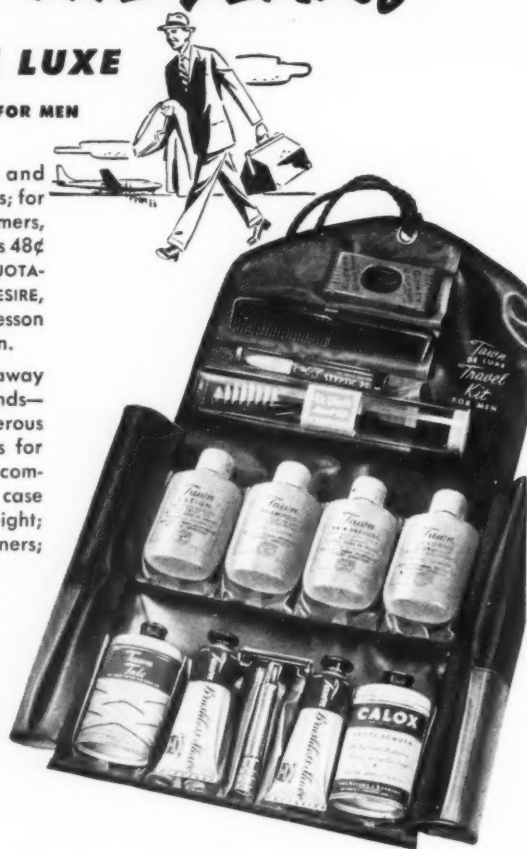
GIFT OF THE YEAR!

NEW Tawn DE LUXE TRAVEL KIT FOR MEN

The perfect gift for business and social acquaintances at Christmas; for conventions, Service Men, customers, employees. Retail price \$5.89 plus 48¢ F. E. Tax. WRITE FOR SPECIAL QUOTATION ON NUMBER OF SETS YOU DESIRE, to Tawn Toiletries, Dept. P9, McKesson & Robbins, Inc., Bridgeport, Conn.

The perfect "valet" for men away from home; plane travel—weekends—business trips—club locker. Generous portions of everything he needs for perfect grooming in handsome, compact, two-tone simulated pigskin case that fits coat pocket. Light weight; waterproof; unbreakable containers; refillable plastic bottles.

CONTENTS: Gillette Super-Speed Razor, Gillette Blue Blade 10-blade dispenser, Dr. West's Miracle-Tuft Tooth Brush with plastic holder, TAWN After-Shave Lotion, TAWN Hair Dressing, TAWN Cologne Deodorant, TAWN Shampoo, TAWN Brushless Shave (2 tubes), TAWN Talc, Calox Tooth Powder, Styptic Pencil, Plastic Comb, Rubber Funnel for refilling plastic bottles.



tended to meet specific situations and to promote specific advantages. Recipients were asked to show the portfolio to customers. "Experience has demonstrated that [thus] he invariably gains a new determination to drive his own Cadillac car." Dealers and their salesmen also should study the advertisements. Roche called them "enlightening — informative — and, above all, inspiring . . . Cadillac's continued success depends, in great measure, upon how well we all know and live the Cadillac story."

Some headlines in this series—each with an exclamation point!—were:

"For a Lifetime . . . If You Prefer." (With reasonable care and usage, there's "no practical limit to a Cadillac's utility.")

"You Can Even Choose It for Economy." ("Few could ask for greater mileage from a gallon of gasoline.")

"Cadillac — Its Great Name is Free." ("You pay no extra penalty for the pride and pleasure of having this . . . name.")

"Patience Will Reward You." ("See your Cadillac dealer today—and get your name on his order list.")

Some others: "A Little Wait—or a Big Compromise"; "His Fifteenth Cadillac," and "To the Man Who Was a Boy—in 1920."

A current magazine advertisement is captioned, "Climaxing Fifty Years of Progress."

Give a Gift long remembered

Original Pennsylvania-Dutch

HICKORY-SMOKED MEATS by mail

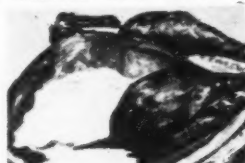
HAM

What a compliment you pay with a tender Hickory Valley Smoked Ham...country-cured, basted with Sherry, studded with cloves.



TURKEY

What a welcome awaits a plump, golden-skinned Hickory Valley Smoked Turkey...its luscious, tender meatiness ready to serve!



My check (or money order) enclosed. Please send me, postpaid gift-wrapped, gift-card enclosed, safe arrival guaranteed:

Send us your Gift list. We will ship to them directly from the farm.

Smoked Whole Turkeys
(wt.).....lbs. @ \$1.75
(av. wt. 10-20 lbs.)

Hickory-Smoked Hams
(wt.).....lbs. @ \$1.50 lb.
(av. wt. 10-18 lbs.)

Tender, Ready-to-Eat Canadian Style BACON

☐ 4 lb. strip Canadian Bacon \$7.80 ☐ 6 lb. strip Canadian Bacon \$11.70

HICKORY VALLEY FARM LITTLE KUNKLETOWN-8
STROUDSBURG, PENNA.

NAME _____

ADDRESS _____

CITY _____

ZONE _____

STATE _____

Going & Growing

I asked Don Ahrens why Cadillac has been able to keep going and growing while a lot of former greats (such as Pierce-Arrow) fell by the wayside.

He credits:

"1. General Motors' forward thinking and vigorous backing. (Remember 'A car for every purse and purpose'?)."

"2. In boom times or bust, we've never compromised with quality—never used short cuts or ersatz materials.

"3. Though our prices are lowest today, in relation to those of other cars, Cadillac has never priced itself out of its primary market. In fact, sales of our higher-priced cars—for example the Series 60 Fleetwood Special Sedan, which costs about \$5,000—have grown steadily since World War II.

"4. We make no 'stock' cars. Each car is produced separately on order.

"5. Yet normally we don't radically alter cars to order."

(For public service—and public relations—Cadillac may work with custom body makers—Hess & Eisen-

stadt, Cincinnati, and Derham Body Co. of Pennsylvania—to build special cars. One such, for President Roosevelt, had no foot pedals. Two cars, each with a throne in the rear, were built for the Pope. And for a fair share of the harem of King Ibn-Saud of Saudi-Arabia, Cadillac and Hess & Eisenstadt turned out a six-door vehicle. The windows permit the Mohammedan ladies to look out but keep the curious from peering in.)

"6. We've kept on selling and advertising—harder than ever: We're determined to make even more people want Cadillac; to make them willing to wait for one, and to keep them happy with it as long as they own it."

Don Ahrens gets around to talk with a lot of people who sell and buy the car. He sees to it that all complaints to Detroit reach his desk: "If one is not promptly taken care of by the dealer, we send a man out on it. On the average, each complaint is satisfied within five days."

Beyond the Call...

Of course, he likes to see the bouquets, too—especially of cars performing above and beyond the call of duty. One of these came in that morning from Choisisa, Peru. An American couple had blazed a 10,000-mile trail through Uruguay and Argentina and across the Andes. The man wrote in part:

"We have traveled for days at a time over corduroy roads with ruts three to six inches deep; through rains and across rivers, with the water to the floor boards; . . . over 1,500 miles of desert, with sand covering the lava and the body hitting the frame several times a minute.

"Using gasoline of 40 octane and some that smelled like kerosene, we have gone from sea level to 15,000 feet and back to sea level in a few hours driving time."

No adjustment was made on the car. "The motor has never missed once." The Blue Coral paint was "as pretty after nine months as it was when we left." And the car rode "so comfortably we never felt tired." . . .

Even more comfort will go into the Cadillacs of tomorrow. With the present cars 18 to 20 feet long, overall, and nearly seven feet wide, Don Ahrens doesn't think they'll grow much bigger.

The new features will add up to "more economy in gasoline mileage and longer wear, more smoothness, and more comfort . . . These cars, definitely, will be worth waiting for."

I could almost hear him add: "See your Cadillac dealer now!"

From Executive to Executive the maison glass "GOURMET HAMPER"

A gift that proclaims your own good taste! A superb assortment of rare foods from the four corners of the world . . . non-perishable so that they may be enjoyed and remembered long after Christmas.

For 50 years, Maison Glass has pleased the finest and most discriminating clientele. For 50 years, a Maison Glass delicacy hamper has been synonymous with quality, dignity and unsurpassed good taste.



Smoked Salmon from Norway, Cocktail Mushrooms from France, Water Biscuits from England, Pate de Foie from France, Smoked Mussels and Smoked Oysters from Holland, French Champagne Mustard, Spanish Stuffed Olives, Pickled Beets from Italy, etc. . . . festively arranged in a wicker hamper.

\$17.50 postpaid

Other gifts from \$5.00. Write to Mr. Walters for brochure of Holiday Gift Suggestions.

TABLE
DELICACIES

maison glass
Established 1902

WINES &
LIQUORS

15 East 47th Street New York 17, N. Y. PLaza 5-3316

photograph it!

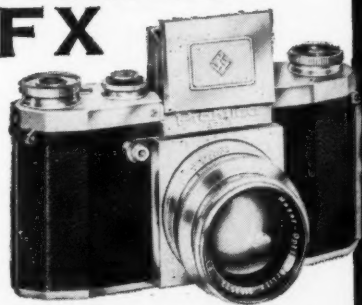
A photo record is quicker, more accurate;
and it may prove to be priceless.

LOOK HOW MUCH you can do with the new 35-mm.

PRAKTICA FX single-lens reflex camera: Sell custom services and equipment by sample photos, in color or black and white. Show merchandise too bulky to carry. Photograph every field installation. Record construction progress. "Before and After" photos. Train personnel, etc. Easy to carry. Practically foolproof. An excellent camera for the home photographer, too. From \$99.50 to \$199.50 (Tax incl.).

The Praktica Co., Inc.,
48 W. 29 St., N. Y. 1

**PRAKTICA
FX**



35-MM. SINGLE-LENS REFLEX CAMERA

**39 tested ideas
Free for you!**

The Praktica Co., Inc. Dept. J-92
48 West 29th Street, N. Y. 1, N. Y.

Please send me a copy of "PHOTOGRAPHY IN SCIENCE AND INDUSTRY."

Name.....

Position.....

Company.....

Address.....

City.....Zone... State.....

You'll \$ave and \$ave
They'll rave and rave
when you send gifts
by Harry and Dave



EASY Christmas SHOPPING!
Just send names and addresses, plus check or M. O. No charges, no C. O. D.'s, please. AIR MAIL it quick to

Harry and David
BOX 90 MEDFORD, OREGON



America's
rarest fruit

\$3.35
Delv'd

ROYAL RIVIERA PEARS*

The gift they'll always remember. Talk about thanks! You'll never hear the last of it. A just-right present for anyone, whether they live in a castle or cottage. So juicy you eat 'em with a spoon. You can't buy these gift packages in stores anywhere! Impressive but inexpensive. Handsomely gift boxed with your greetings.

GIFT NO. 1 (shown)—10 to 14 big pears, a great favorite Delv'd **\$3.35**
GIFT NO. 2 (16-20 big pears) Delv'd **\$4.35**
GIFT NO. 3 (20-25 smaller pears) Delv'd **\$3.95**
What a bargain!

"We think there is no fruit on earth to equal Royal Riviera Pears." Frances Staunton, Denver



Give the
one-and-only

FRUIT-OF-THE-MONTH CLUB*

Creates praise and excitement for you the year 'round! You order just once, but lucky folks you name receive a whole parade of finest fruits and delicacies, each beautifully packaged with your greetings.

12-BOX CLUB: at Christmas, Riviera Pears; Jan., Apples; Feb., Grapefruit; Mar., Fine Cheese; April, Preserves; May, Fruit Cake; June, Canned Fruit; July, Nectarines; August, Pears; September, Peaches; October, Grapes; November, more Riviera Pears. Gift No. 20, \$44.95 Delivered.

8-BOX CLUB: omits March, May, June, August. Gift No. 15, \$29.95 Delivered.

3-BOX CLUB: Christmas and January and February treats. Gift No. 11, \$10.95 Delivered.

© H & D

Salesmen's Ad Requests Induce Chain Reaction

First, Hoffman Candy focused promotion on a 10-cent bar, making it the line leader. Next, the company began to sell through cash-and-carry jobbers, and, finally, it really cashed in on the power of TV—and radio—advertising.

BY JAMES H. COLLINS

This is about a company whose salesmen asked, "Why can't we do some television advertising?"

The Hoffman Candy Co., Los Angeles, has been in business 50 years, with a regional market in Southern California, for three lines—boxed chocolates, cellophane bag candies and candy bars. It has 12 salesmen selling and servicing large retail outlets.

The Hoffman brand had been steadily advertised for more than 20 years, through transcribed radio spots, preferably between large-audience network programs, with emphasis on the company name.

It is not necessary to point out that candy brand advertising is extensive and strong. But Hoffman held its place, and its salesmen did not become restive until about two years ago when television broke loose in Los Angeles and boomed and burgeoned. TV was new and wondrously effective. A master of ceremonies, a comedian or even a puppet could hold up a product for the viewers to see, and immediately the people bought it.

Why Not TV?

So Hoffman salesmen asked, "Why can't we do some television advertising?" Management was receptive, looked into it, found that TV was expensive, but set out to see what could be done with a modest appropriation.

What happened? Some television was used, but more radio, to get the results the sales force visualized—but in a rather indirect way. The company's advertising agency, Mayers Co., Los Angeles, advised these two changes in Hoffman policy:

1. Instead of trying to advertise the three lines, Hoffman feature a single product. Hoffman chose a 10-

cent bar called "Cup O Gold," which had sold steadily over 10 years, entirely on its merits as a piece of candy.

2. That distribution be extended to dozens of cash-and-carry neighborhood jobbers. These distributors had developed since the company began business, serving thousands of hole-in-the-wall retail outlets that have grown with the times. They visit Mamma and Papa groceries, roadside and lunch stands, office building lobby dealers and others, putting down a single box of bars or cigarettes, picking up the cash. No credits, no accounts, no collection problems. They sell a whale of a lot of merchandise, but no factory sales force, or any type of wholesaler, could afford to sell and service this trade.

Importance of Reputation

There are 78 of these jobbers in the Hoffman territory. On the strength of Hoffman's projected advertising and the Hoffman reputation, 77 jobbers took the line.

Hoffman salesmen got behind the advertising, and if they bore down hardest on the TV part of it, that was what they had asked for. It proved effective with large outlets for all three of the company's lines. Orders increased in anticipation of the advertising.

But more than half the increased volume of the featured bar came from small retail outlets. Southern California was blanketed by the new distribution, cash-and-carry jobbers repeated and raised their sights, and sold other Hoffman candies. More than 5,000 cash-and-carry retail outlets were added in a short time. Sales of the featured bar increased three times in three months, nine times in six months, and to date have risen from 1,000 to 12,000 weekly. On the

SALES MANAGEMENT

basis of \$1 million added volume for Cup O Gold the first year, the advertising cost was about 2% of gross.

The magic of video was secured by putting one-fourth of the appropriation into a once-a-week (6:45 to 7 p.m.) KTLA participating spot called "Handy Hints," MC'd by Dorothy Gardiner. She talks about helpful household kinks and gadgets, not including recipes, sent in by the audience. Hoffman's Cup O Gold-bar is shown at least twice, with not more than one other product on a live commercial.

Apart from limited business paper announcements, the rest of the money for promotion was put into disc jockey radio, a careful selection made to attain a clear-cut objective.

Record programs are successfully used to a large extent by local and regional advertisers with limited appropriations. They offer desirable low-cost time slots, and are effective competition against expensive blanket-network programs.

2 Kinds of Programs

In choosing a record program, the advertiser frequently selects hit tune features, where the audiences are 'teen-agers, good customers for the latest records, but not large purchasers of other merchandise. Cup O Gold was a 10-cent bar, therefore beyond the range of youngsters whose limit is a nickel.

Two kinds of record programs which can be used effectively with good selection, are jazz and classical music. They attract loyal audiences of music lovers. Usually they are MC'd by someone who has made a study of his field, built up a stable following, and enhances the entertainment by his comments. If he asks his audience to try a commercial product, he does a good selling job. On any article selling below a dollar, his recommendation is the word of the listeners' friend. They will buy, and after that it is a matter of repeat merit in the product.

The program chosen for Hoffman is "Dixieland Music," which has been on KFWB, Los Angeles, for 13 years, under Frank Bull, veteran entertainer who describes it as "Dixieland, barrelhouse, boogie and blues." It includes jazz of all periods, many collectors' rare discs from the past, songs which have held their popularity from the 1920's and 1930's, new releases in these general fields.

Music with nostalgic trimmings, for listeners who are friends of the MC, whose mail indicates ages 20 and up, who ask to have certain rec-

ords played for their grandchildren, who bake and send in delicious cakes on anniversaries—and not out of a box...

If your product seeks friends on a limited promotion expenditure, maybe there are programs on the independent local radio stations where friends have already been made.

For this kind of radio, it may be wise to write no commercials—for the candy bar, Hoffman gave the MC fact sheets from which to ad lib.

Another point worth looking into for some products, at certain hours, is the auto radio. Out of 27 million car sets now in the U.S., 20 million have been added since the war. In Los Angeles 76% of the people go to work in their cars, compared with 18% in New York City. It is a ready-made captive audience.

Outstanding peculiarity of this campaign is the way sales hold up through dull summer months. Candy manufacturers expect sales to fall off during hot weather for various reasons. People are away from home, buy candy elsewhere, or switch to frozen sweets. Shipping difficulties arise during hot weather. Candies soften. Many of Hoffman's consuming centers are in temperate zones, but to serve them it is necessary to cross deserts.

During the summer months retailers clean house. There is a good deal of cut-and-try in counter candies; some items do not sell as fast as expected; stock on hand may soften in hot weather. So the dealer, large as well as small, cuts down on his buying, lets stock run out, and replenishes in the fall.

Creates Steady Demand

But Cup O Gold has sold through the summer because it is in demand.

This radio formula was tested in San Francisco, and proved sound:

A disc jockey program in the morning, "Alarm Clock," MC'd by Frank Cape, was used for 13 weeks, and developed sales for the featured bar in territory where the company has less distribution. It was satisfactory and very promising, but had to be discontinued because production facilities were not sufficient to take care of a new market. The Hoffman plant was increased 40% the first year, and is being expanded again.

Salesmen often go to management and ask, "Why can't we do some advertising?"

Management looking into that, to find an answer, might discover that it would pay for itself in increased sales.



**They Know You Mean It
When You Say 'Merry Christmas'
with THIS Gift**

Aunt Nancy's
OLD FASHIONED FRUIT CAKE

Just one of many "Sweets of Distinction
for the Holiday Season"

Made from an Old English home recipe . . . crammed with taste treats . . . aged to perfection . . . topped artistically with finest glazed fruits and almonds . . . wholesome . . . nourishing . . . Specially designed Fruit Knife with each cake.

DO IT THE EASY WAY

Save yourself time and trouble in this busy season by letting us mail direct to the people you want to remember. Write now for our catalog of famous delicacies, such as our Swiss-Style Chocolate Cream-filled Pastry Sticks, Dutch Cheese Sticks, etc., etc.

ROLL BISCUIT CO.
827 Broadway, New York 3, N. Y.



WHOLE SMOKED RAINBOW TROUT from the cold waters of the Rocky Mountains in individual, decorated Vacuum envelopes. Beautifully packaged. An Epicure's and Sportsman's delight. A memorable gift which will be received with enthusiasm. \$4.00 for 3; \$8.00 for 6; \$14.95 for 12.

These same trout carefully boned, blended into a PATE and packed in small tins, is a 'must' in any pantry and a joy to lovers of fine foods. An unusual and delicious gift. \$1.10 a tin; \$6.25 a half dozen; \$12.00 a dozen. TROUT or PATE postpaid to your gift list.

There is nothing on the market like either of these famous Farm products, which have won praise all over the world.

HIGH VALLEY FARM
Colorado Springs, Colorado

NO IDENTITY PROBLEM . . . with trademark service in 141 hand-picked classified telephone directories. Listing above is geared for home workshop prospect. There are similar listings for industrial prospects who purchase power and portable tools through local mill supply houses.

(Classification) Tools

HOME SHOP ELECTRIC TOOLS

Complete Line of Portable Electric Tools.
Electric Saws, Drills, Sanders, Trimmers & Accessories for
HOME OWNERS — HOBBYISTS — FARMERS
SKIL HOME SHOP TOOLS
are made only by the masters of SKILSAWS.

"WHERE TO BUY THEM"

FACTORY BRANCH OFFICE

BRANCH NAME _____ Main-0000
0000 Main St.

AUTHORIZED DISTRIBUTOR

DISTRIBUTOR'S NAME _____ Main-0000
0000 Main St.

AUTHORIZED DEALER

DEALER'S NAME _____ Main-0000
0000 Main St.

◀ **TRADE MARK**

SKILSAW

PAYS FOR THIS

DISTRIBUTOR AND DEALERS

PAY ONLY FOR

THEIR OWN LISTINGS

Skil Helps 'em Find It In the Telephone Book

The home workshop fan—and the industrial tool buyer, too—is likely to check the Classified Telephone Directory for name of the nearest dealer. With help of its salesmen, Skil Corp. makes sure the dealer's name shows up.

Based on an interview by David J. Atchison with
CARL McWADE
Advertising Manager, Skil Corp.

Skil Corp., Chicago, has found a dealer-aid program that works. It's simple: national trademark advertising in the "yellow pages" of the Classified Telephone Directory ("The Redbook").

Says Advertising Manager Carl McWade: "By using Skil's trademark in the local telephone directory the dealer helps himself—and us." He explains that this method of trademark advertising adapts itself to the firm's changing requirements: there's no identity problem as new products are introduced. The program has worked for 6 years.

Skil originally manufactured saws for industrial use. Later, other industrial tools were added: drills, Sanders, grinders, electric and pneumatic hammers. So when the company first contracted for use of its trademark in directories, advertising was geared to aid distributors and dealers selling to industry. A single trademark, "SKIL Portable Tools," was available to promote SKIL Tools, SKIL Saws and SKIL Drills.

In 1948 the firm began selling

tools for home use; it created problems for McWade's advertising staff. "At first," explains McWade, "we felt we needed new media and methods. But we soon found that our existing method—trademark advertising in telephone books—fit right into the new picture." He found it was easy to devise a special trademark reading "SKIL Home Shop Tools" for that line—and just as easy to enlist the cooperation of hardware dealers.

Were trademarks "reaching" purchasing agents, dealers, engineers? "Based on our experience," McWade states, "the answer's yes. We figured that consumers, like industrial buyers, would be just as likely to solve a buying problem by consulting the directory."

Today two basic Skil trademarks are used in local telephone directories: One advertises home shop tools under "Tools—Electric," while the second, the industrial line, appears under that heading and under "Saws—Electric" as well.

Skil limits trademark service to

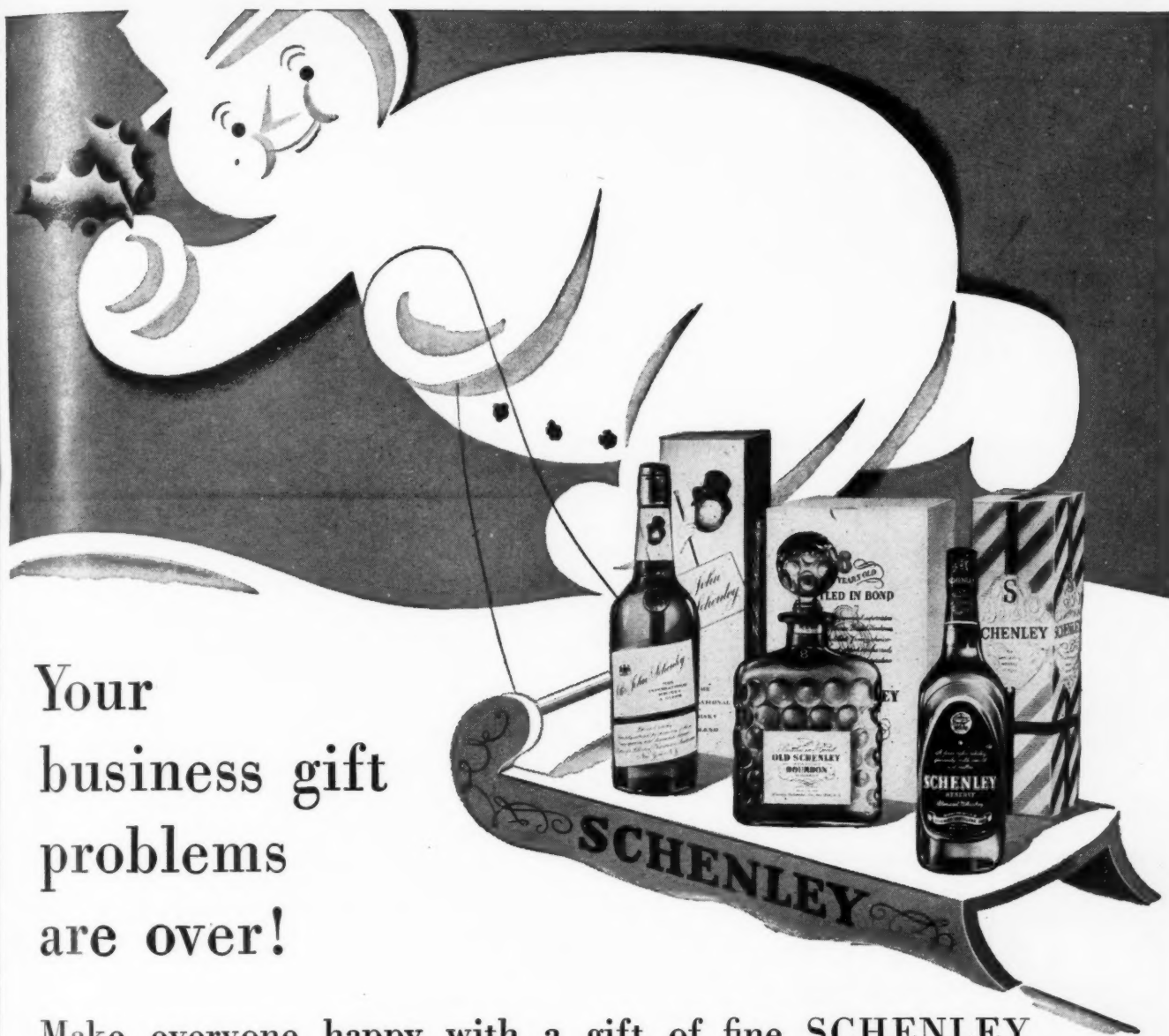
141 directories, each serving population areas of 100,000 or more. Coverage includes the company's 33 branch cities and a selected group of classified books. On behalf of its Canadian subsidiary, Skiltools, Ltd., the company extends its trademark service to classified directories in Toronto, Winnipeg and Montreal.

In initiating the program, sales letters were sent to Skil jobbers and distributors. Salesmen were equipped with literature recommending the service, explaining to the distributor that the "SKIL" logotype trademark would appear under "Saws—Electric," heading an alphabetical list of local distributors. The jobber was given the choice of a regular or a bold type listing, and was told that Skil would pay for its part of the space, be billed only for his line or lines of type.

To determine the effectiveness of the plan, McWade relies heavily on reports from the field. "From our standpoint," he says, "it's a valuable way of insuring results from our national display advertising. We create a buying impulse for our tools through our other media; then when the potential buyer gets ready to act, the brand name and the name of a nearby dealer are right there—close to point-of-purchase."

McWade explains that nearly all distributors who started with the Classified Telephone Directory advertising 6 years ago "have renewed their listings year after year. They're investing in it, and they wouldn't stick with it if customer calls weren't coming in."

Dealer comments are encouraging. Bernard Van Arsdale, tool manager,



Your business gift problems are over!

Make everyone happy with a gift of fine SCHENLEY whiskies. They're convenient to buy, economical to give and, above all, the gifts that no man ever exchanges.

SIR JOHN SCHENLEY *The International Whisky—World's Choicest Blend. Luxury bottle, luxury carton, luxury whisky . . . every drop of its whisky is 8 years old or older!*

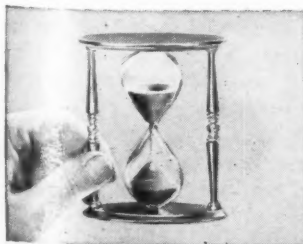
BLENDING WHISKY, 86.8 PROOF. 35% STRAIGHT WHISKY, 65% GRAIN NEUTRAL SPIRITS.

OLD SCHENLEY *The gift whiskey you'd much rather keep than give away! An impressive gift: the greatest of all bourbons . . . in a beautiful decanter. 8 YEARS OLD. Twice as old as most bottled-in-bonds.*

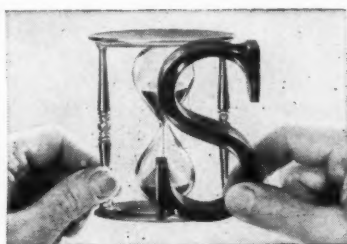
STRAIGHT BOURBON WHISKY, 100 PROOF. BOTTLED IN BOND.

SCHENLEY RESERVE *The best-tasting whiskey in ages! When you give today's Schenley, you know you're giving the best whiskey there is! Handsome gift carton is new! Needs no wrapping.*

BLENDING WHISKY, 86 PROOF. 65% GRAIN NEUTRAL SPIRITS.



Nature's
unhurried goodness



Schenley's
unmatched skill



The best-tasting
whiskies in ages!

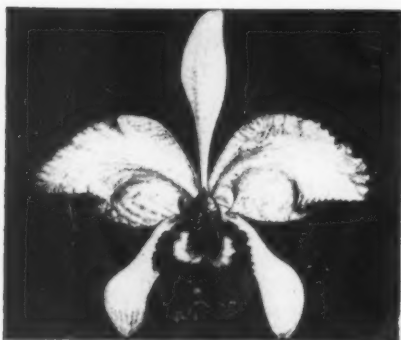
FOR:

- CUSTOMERS
- SALESMEN
- DEALERS
- SUPPLIERS
- PURCHASING AGENTS
- EMPLOYEES
- PROSPECTS
- SERVICE AGENTS
- PUBLIC RELATIONS

(P. S. HOLIDAY PARTIES)

*Decanter and gift cartons above
at no extra cost.*

SCHENLEY DISTRIBUTORS, INC., NEW YORK, N. Y.



You will always be remembered by your friends and customers for permitting RIVERMONT to ship one or more of their fine corsage-type orchid plants to any place in the United States, Railway Express prepaid. Orchids to bloom within 60 to 120 days. Satisfaction guaranteed. Cultural instructions free. Your personal card enclosed. \$9.95 prepaid. RIVERMONT ORCHIDS, Signal Mountain, Tennessee, Phone 88-2117.

• GIFTS • PREMIUMS • AWARDS

BUY DIRECT FROM THIS 1953
WHOLESALE CATALOG

WRITE
FOR
CATALOG

OVER 280
PAGES OF
NATIONALLY
KNOWN



- DIAMONDS
- WATCHES
- JEWELRY
- SILVERWARE
- ELECTRICAL APPLIANCES
- TROPHIES
- PEN SETS
- LEATHER GOODS
- MANY OTHER GIFT LINES

WALDRON & CO., Inc.
1211 CHESTNUT STREET
PHILADELPHIA 7, PENNA.

Vincennes Hardware and Paint Supply Co., Chicago, features Skil tools, has increased the line's sales volume 20 times in the past 5 years. He says, "The credit for at least a fourth of that gain belongs rightly to our bold type listings under the trademark." Other dealers have been prompted to use the trademarks in additional advertising in local classified pages. For display space, Skil furnishes the trademark, trade name and cuts of tools for illustration.

"In the competitive tools industry," says McWade, "a manufacturer cannot afford to neglect any means of holding the sales organization together. Trademark advertising," he points out, "does this effectively at a relatively minor cost in our over-all advertising budget."

McWade adds that in Skil's advertising approach prices are never quoted. "Emphasizing quality instead of price, we are interested in a non-price advertising medium . . . and everybody's interested in the telephone book."

Is Chesterfield's Claim Industry's Gain?

During the early '40's anyone who wished could drop a line to Band-leader Harry James' radio show (CBS), sponsored by Liggett & Myers Tobacco Co. (Chesterfield, Fatima), and get a free, autographed picture of Trumpeter James. The autograph: "Best Chesterfield Wishes . . . They Satisfy . . . Harry James."

This fall Harry James is still playing trumpet (although not for Chesterfield) and Liggett & Myers is advertising that not only do Chesterfields satisfy, but "Nose, throat and accessory organs" are "not adversely affected by smoking Chesterfields." Moreover, Chesterfield's advertising explains that the claim is backed by research of a medical specialist who has developed sound scientific proof that respiratory organs suffer not.

Early this year a group of smokers was organized to smoke only Chesterfields—10 to 40 a day—for a period of six months. At the beginning and end of the six months, each smoker was given a thorough medical checkup—including X-rays of sinuses, ears, nose and throat. Concluded the doctor: "It is my opinion that the ears, nose, throat and accessory organs of all participating subjects examined by me were not adversely affected in the six-month period by smoking the cigarettes (Chesterfields) provided."

Therein is the backbone of Chesterfields new advertising campaign.

Editorializing on the campaign, *United States Tobacco Journal*: "Liggett & Myers . . . has poked a large and pointed needle into the inflated eccentricities of the crackpots who make their living out of the dire warnings that almost everything pleasant is 'dangerous' . . . Science has placed a tremendously powerful weapon in the hands of Liggett & Myers, and the company already has begun to use it for the general welfare. . . . Investment in this type of research will produce substantial benefits for the cigarette industry at large and for the smoking public as well."

The "no adverse affects" claim is, indeed, reportedly the first such report ever published about a cigarette.

Quick readers and listeners will conclude that medical science has established that smoking cigarettes is absolutely harmless. The conclusion might be justified if the word "adverse" could be pulled out of Chesterfield's copy, or if the copy itself defined "adverse." Too, the medical tests apparently did not encompass tobacco-effects on the peripheral nervous system, the heart and circulatory system.

Nevertheless, Chesterfield is blending sound public and industry relations into its tobacco claim. Says a company spokesman: "We always have and will continue to take a positive approach to the tobacco business. An implication that tobacco is harmful is not good advertising, and the industry is too prone to be frightened by theoretically deleterious publicity. Who knows," says he, "we may some day go back to the old slogan, 'They Satisfy'."

Concluded the *United States Tobacco Journal*: "Apart from competitive considerations, other cigarette manufacturers—and, on a more limited scale, wholesalers and retailers as well—should concentrate on similar demonstrations of the scientific facts of cigarette-smoking."

If It's Priced Under \$1, Buyers May Ignore Brand

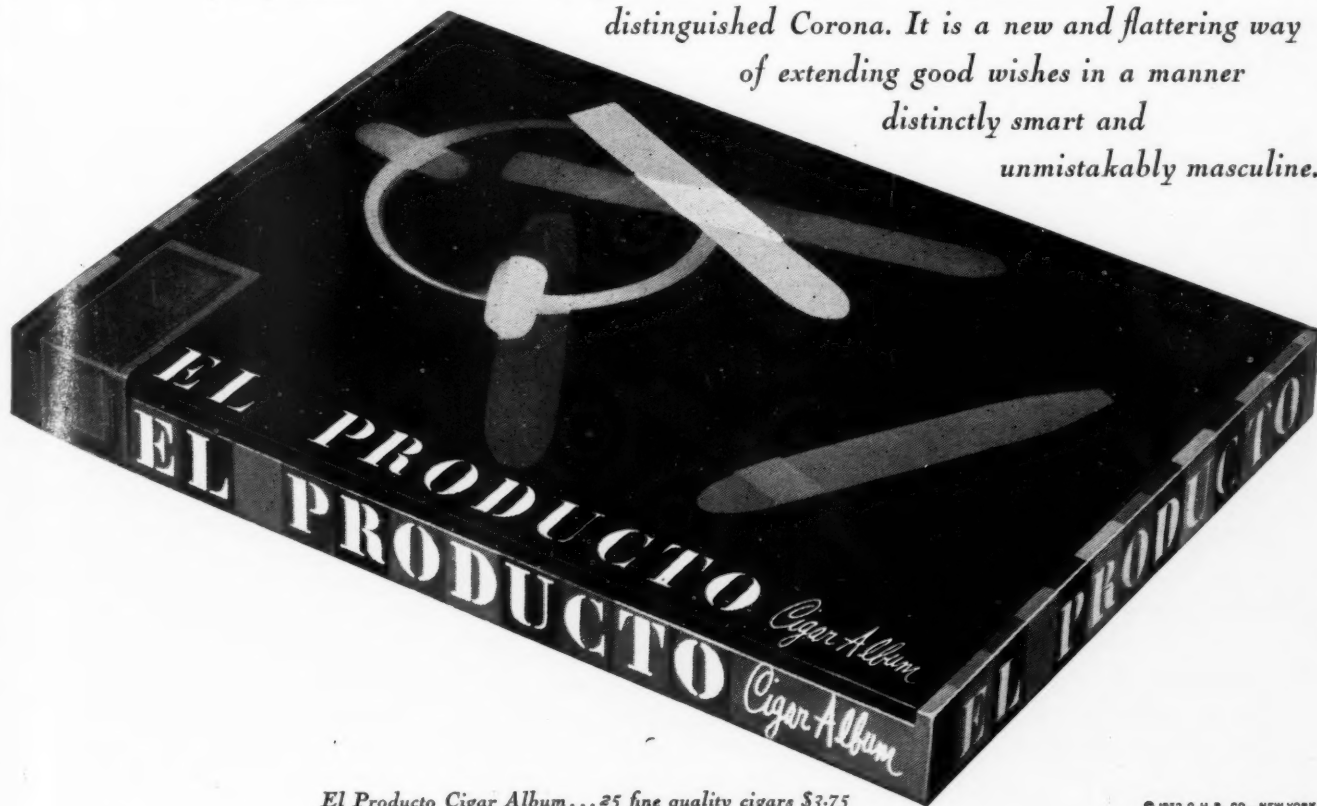
If you manufacture a product which retails for less than a dollar in drug stores and gift shops, customers have little inclination to ask for your product by brand name. They don't now, and they didn't four years ago. Retailers say so.

The Associated Business Publications, New York, asked 928 retailers about it, concluded: Too many customers just say "razor blades—and a box of aspirin tablets," and let it go at that. "The dealer's influence



it's a gift!

Incomparable example of the fine art of selecting just the right gift for a man is the El Producto Cigar Album. This colorful and handsome album, with its choice selection of cigars, affords the unique opportunity of enjoying five famous El Producto shapes and sizes... from sleek Panetela to distinguished Corona. It is a new and flattering way of extending good wishes in a manner distinctly smart and unmistakably masculine.



El Producto Cigar Album... 25 fine quality cigars \$3.75

© 1952 G.H.P. CO., NEW YORK

SEND FOR

FREE

BROCHURE

FREE BROCHURE

proves you can give wonderful

HOLIDAY GIFTS

to associates and employees

Give fresh, luscious, California, Jewel of the Desert Dates... finest grown... hand-selected and beautifully packaged. 2 lbs., \$2.45, 5 lbs., \$4.95. Prepaid in U.S. Order now or send coupon today for literature and special **QUANTITY PRICES**.

Jewel of the Desert DATES, Dept. M-12 P. O. Box 81
Palm Desert, California

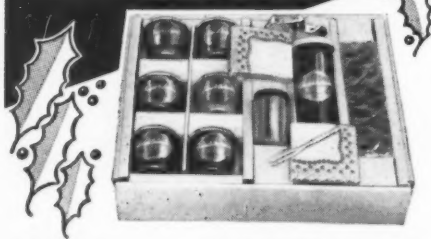
Please rush me **FREE** color brochure!

NAME

ADDRESS

CITY, STATE

GOOD WILL GIFT FOR BUSINESS GIVING



PINNACLE PERFECTIONS

These attractive boxes of hors d'oeuvres make delightful Christmas gifts for associates, office personnel, clients, prospects, salesmen and their families. Each 8 lb. gift pack contains one jar each of Smoked Pate of Salmon, Breast of Smoked Turkey, Whole Crab Legs, Jumbo Shrimp, Pinnacle's Hors d'Oeuvre Sauce, Smoked Oysters, Pimiento Stuffed Olives, a package of Wheat Wafers, Plastic Hors d'Oeuvre Picks with Dispenser, Plastic Fork, combination can and jar opener, and two packets of party napkins. Ideal for hotel room entertaining. Perfect arrival guaranteed. Available the year 'round after November 1. Send gift list—we handle all delivery details. Delivered anywhere in U.S.A.

ONLY
\$7.85

POSTPAID

PINNACLE ORCHARDS

465 FIR STREET
MEDFORD, OREGON

Coming . . .

Traits Westinghouse looks for in engineering applicants and special traits it seeks to develop in students finally selected for sales engineering jobs.

In Sales Management
November 10

(whether by personal recommendation, display or other promotional means) can be a major factor in the sale," believes ABP. Is there a lesson here for manufacturers?

To help merchandising-paper advertisers obtain a clearer picture of the retailer's operation (and get better results from business publication advertising), ABP asked retailers to set forth their views on their own sales influence.

Example: Do customers buy by brand name? Retailers say, no matter what the price or the item:

57.1% do not specify their brand preference.

Four years ago, when ABP made its first survey:

52% failed to specify a preference.

The current "A New Survey of Dealers," shows that price is an influencing factor in brand specification for products costing less than \$1. In this case:

3 out of 10 specify a desired brand.

For products costing \$100 and over:

6 out of 10 specify their choice.

Four out of 10 customers ask the dealer's recommendation on products, no matter what type of merchandise or in what price range. Six out of 10 buy what the dealer recommends, the survey shows.

In selling national brands, ABP asked retailers: "What percentage of your sales are influenced by displays?"

Feature window displays, 38.3%

Large displays, 31.3%

Feature counter displays, 31%

Conclusion: Display has a direct influence on about one-third of all sales of nationally-branded merchandise by all types of dealers.

Copies of the 12-page "A New Survey of Dealers" are \$1, may be obtained by writing to Associated Business Publications, 205 E. 42 St., New York 17, N.Y.

Marketing Costs—Can A Magazine Cut 'Em?

On November 10, 103 furniture stores in as many cities in 16 states will distribute the first issue of *Family Shopper* magazine to a total of 833,000 charge-account customers.

The issue will carry \$150,000 of advertising from 106 manufacturers who have consigned to each of the stores samples of their *FS*-advertised

products valued at \$314,000. From this one issue, the advertising, the samples and the distribution plan, of which both are a part, are expected to create \$3 million in additional sales for these stores. From the sales, *Family Shopper*, Inc., New York, will get 3%, or about \$100,000.

Thus Thomas F. Buck, founder and president, and his associates in this outfit formally launch a "three-way war on distribution costs."

The plan, as outlined in *SM* last April 15 ("Family Shopper Plan Declares 3-Way War on Distribution Costs," p. 76), is this: Charge-account customers of participating stores read the manufacturers' advertisements in *FS*. By mail, telephone or visit to stores to see samples, consumers order through the stores. Stores relay orders—some of them through wholesalers—to manufacturers, who ship to stores' customers direct.

Participating products will be what Tom Buck calls "compatible but not competitive" with furniture stores' present lines.

Encyclopedias?

First-issue products include baby carriages, bicycles, boats, cameras, can openers, clocks, comforters, cutlery, vacuum cleaners, utility cookers and slip covers; fireplace screens, floor polishers and deep fryers; hair dryers and hobby horses; lamps and leather jackets; paint sprayers, portable phonographs and power saws; silverware and sports equipment; tables and tape recorders. And encyclopedias!

To advertisers *FS* emphasizes that the plan offers guaranteed display of their products in all 103 areas and guaranteed circulation to all 833,000 families in them. Advertisers can "sell more merchandise for at least 16-2/3% higher profit." And some of them already are offering products "specially priced for *Family Shopper*." Advertisers pay *FS* only for cost of space.

Relieved of costs of warehousing, stocking, handling, selling and delivery on these products, Tom Buck explains, retailers fare better on an *FS* 30% markup than on the 40 to 60% they usually receive. And while consumers may buy from stores on a charge or time-payment basis, manufacturers get prompt payment on every item they ship to retailers' customers.

Though *Family Shopper's* circulation and distribution reaches into 16 states—including 3 or less cities and stores in Maine, New Hampshire, Vermont, Connecticut, Delaware,

Maryland, West Virginia, Minnesota, Iowa, Mississippi and Oregon—85% of the present total is in only 5 states: Massachusetts, New Jersey, New York, Ohio and Pennsylvania.

Nearly three-fourths of the cities included have less than 100,000 population. The others are Wilmington, Del.; Baltimore, Md.; Cambridge, Fall River, Lowell and Lynn, Mass.; Minneapolis, Minn.; Jackson, Miss.; Camden, Elizabeth, Newark, Paterson and Trenton, N.J.; Buffalo, Rochester, Syracuse, Utica and Yonkers, N.Y.; Akron, Canton, Cleveland, Columbus, Toledo and Youngstown, Ohio; Portland, Ore.; Allentown, Erie, Philadelphia, Reading and Scranton, Pa.

For the second issue, to be published March 15, *FS* will guarantee 1,250,000 circulation through 137 furniture stores. Instead of the announced 6 issues a year, only 5 will be published in the first year. February and April issues will be combined in March. Others will appear May 15, August 15, October 1 and November 10. Thereafter publication will go on a 6-a-year basis.

In 1 Year, 2 Million

By December 8, Tom Buck expects to have the proof of direct sales effectiveness to justify long-term contracts. Contracts will offer frequency discounts ranging from 2% on 3 pages to 10% on 12 pages, in one year. Circulation is estimated at 2 million by the end of 1953.

In each issue will be a self-mailer envelope and postal card, on which consumers can check *FS*-advertised products and send them to stores. To simplify and standardize the full-circle process of getting the products to them, a "one-shot" form has been prepared. The retailer mails the first 2 sheets of the form to the manufacturer, who retains the second sheet as his record. On the first sheet is the retailer's label, which the manufacturer removes and attaches to the package for the retailer's customer. The retailer keeps the third sheet as his record and mails the fourth promptly to *Family Shopper*.

Already in the black, Founder Tom Buck expects the operation to gross \$2.5 million—from advertising in *FS*, 3% of retailers' volume in *FS*-advertised products, and retailers' fees—in the year ending December 1953.

Will he then be able to declare a dividend?

If he does, it will mean that his fight on distribution costs has helped manufacturers and retailers to declare dividends, too.

NOW

ON--THE--JOB SALESMEN'S TRAINING

Custom-tailored for your individual business—and limited to a single client per industry—ours is a highly effective program of individualized sales instruction which will help your salesmen.

- Obtain thorough, ON-THE-JOB training in professional selling fundamentals at a fractional cost of time-consuming sales meetings
- Increase sales without a corresponding increase in field selling costs
- Increase daily selling time by as much as 20%
- Profit from the exchange of field-tested sales know-how without loss of time from their territories
- Organize and work their territories more efficiently
- Train Distributor salesmen
- It will pay for itself time after time in improved sales performance, lower selling costs and reduced turnover

If you employ 25 or more salesmen we invite and welcome the opportunity to explain how we can help you.

SALES TRAINING CORPORATION

Executive Offices
53 West Jackson Blvd.
Chicago, Illinois
Tel.: WABash 2-1954

Eastern Offices
545 Fifth Avenue
New York City, New York
Tel.: MUrray Hill 7-5896

TWA EXPANDS CARGO SERVICE

Now TWA Super Constellations speed shipments coast to coast...add 51,000 ton miles daily cargo-carrying capacity to TWA's mighty fleet.

New weekly all-cargo service to and from Europe.

Fast, all cargo TWA "Sky Merchants" span U. S. overnight.

Frequent flights assure direct shipments to key cities throughout U. S. and overseas. Phone nearest TWA office for rates... quick pick-up.

Remember—
all TWA flights carry
Air Mail and Air Cargo

TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA





KINGS MEN

**FOR THE MAN WHO
COMMANDS
LIFE'S FINEST**



THE GIFT he'll appreciate every day as he uses it ...the gift rich in tradition...KINGS MEN with the famous masculine fragrances men always remember . . . women never forget.

*Priced to suit every man
on your Christmas list.*

from \$1.00 to \$15.00
*(Prices dependent on size and
quantity in each set only . . .
quality never varies)*

SOLD IN ALL FINE STORES
or write direct for
full information.

KINGS MEN, Ltd.
Los Angeles 64, California

Coming . . .

Eight major sources of waste in point-of-purchase advertising—how to spot and correct them. By David Bland, director of advertising, G. Krueger Brewing Co. in Sales Management . . . soon



Giant 'Brain' Sells Public Service

On election night, Nov. 4, CBS-TV will use super-speed calculating abilities of UNIVAC, Remington Rand's newest "Giant Brain," to analyze and interpret election returns from across the nation. Use of UNIVAC is expected to build a greater audience for CBS-TV and its sponsor Westinghouse, improve rating figures, and establish for CBS a powerful sales tool for future use in selling

other public service events. CBS-TV newsmen Walter Cronkite (right) reads answers given the UNIVAC during test run at Remington Rand plant, Philadelphia, and talks to UNIVAC co-inventor J. Presper Eckert. Operator (foreground) is needed only to direct questions to machine. Statistical analysis of election returns will be printed automatically on printer, lower right.

Industrial Ad Results Look Fuzzy to Appraisers

The 1952 National Survey of Industrial Advertising Budgets, just released by National Industrial Advertisers Association, Inc., New York, shows how 515 U.S. industrial concerns appraise their advertising programs.

One pointed question asked by NIAA: "Are you able to determine the effectiveness of your advertising?" Fewer than half the companies surveyed can say "yes," according to the report, either by advertising expenditure or by gross volume.

Here are the percentages of "yes's" and "no's" NIAA received from the 452 companies answering the "effectiveness" question:

By Advertising Expenditure

	%Yes	%No
\$15,000 to 25,000	40.0	60.0
25,000 to 50,000	44.9	55.1

	%Yes	%No
50,000 to 100,000	54.8	45.2
100,000 to 500,000	45.0	55.0
Over 500,000	61.8	38.2

By Gross Volume

	%Yes	%No
\$500,000 to 1 Million	43.0	57.0
\$1 Million to 10 Million	52.5	47.5
10 Million to 25 Million	46.1	53.9
25 Million to 100 Million	30.4	69.6
Over 100 Million	54.8	45.2

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16.

Continuation of lists in issues of October 1 and October 15, 1952.

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 10c)

124—What type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 10c)

122—Careers in Sales—What Have They to Offer to Youth? (Price 10c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series of James C. Cumming. (Price 50c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 25c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 10c)

115—Fourteen Keys to the Building of Better Sales Presentations, by Harry Singer. (Price 10c)

114—The Returning Veteran: Will He Make Sound Sales Timber? (Price 5c)

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 10c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 10c)

110—A Four-Pronged Plan for Recruiting The Post-War Selling Force, by Harold D. Laidley (1945) (Price 10c)

109—Legal Angles to Watch in Your Contracts with Sales Agents, by Leo T. Parker. (Price 10c)

108—How to Keep Out of Hot Water in Writing Salesmen's Contracts, by Leo T. Parker. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

106—The Job of the Advertising Department. (Price 5c)

105—Nineteen Questions About Aptitude Testing. (Price 10c)

104—Psychologists Answer Moot Questions About Aptitude Testing. (Price 10c)

101—Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 10c)

95—GI Joe Asks "Shall I Seek a Career in Selling After The War?" by Burton Bigelow (1944) (Price 10c)

94—Self-Rating Scale for Salesmen. (Price 5c)

89—A Selected List of Information Sources for the Business Man, by W. C. Hansen. (Price 10c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Eke. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Industrial Section — Survey of Buying Power—May 10, 1952. SM Data on Industrial Potentials in 19 Industries. (Price \$2.00)

Canadian Edition — Survey of Buying Power—1952. (Price \$1.00)

How Other Subscribers Use the Survey. (Reprinted from May 10, 1952 Survey of Buying Power). (Price 25c)

The Survey of Buying Power Versus the Census of Population, by Jay M. Gould. (Price 10c)

How Good Is the Sales Management Survey of Buying Power?, by Jay M. Gould. (Price 10c)

Do You Treat Canada As Just Another Export Market? (Price 10c)

What Industrial Buyers Expect to Find in Your Proposal Letters, by Herbert W. Green. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . More than 12, 50c each.

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly (Pictograph) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Does It Pay to Repeat an Ad? Tests Say "Yes!" (Price 5c)

To Charge or Not to Charge for Sales Promotion Materials? (Price 5c)

Gifts and Entertainment—Are They "Necessary Evils" in Selling?, by Lester B. Colby. (Price 10c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

75% of Our Sales Engineers Upped Earnings with Incentive Pay, by James W. Brady. (Price 5c)

8 Traits that Make Salesmen Welcome at General Electric. (Price 10c)

275 Top-Paid Sales Executives. (Price 25c)



A Gift Well Remembered SEA FOOD A LA MAINE

The envy of the nation—a Maine Sea Food Dinner. You'll really make a "hit" when you give or serve this delicious Sea Food A La Maine. Contains one can each of Maine-made clam chowder, codfish cakes, lobster, shrimp and minced clams. You'll want one for yourself and several as gifts. Order today. Immediate shipment. Send check or money order. No C.O.D.'s please.

Ask for new FREE catalog of many other unusual gift items.

No. 138 **\$4.25** postpaid in U.S.A.

Special discounts on quantity purchases.

Massachusetts House Workshop
Lincolntonville 4, Maine

RICH CENTRAL FLORIDA

Where the Oranges Grow
Where the Cattle Graze
IS AN

ISLAND MARKET

COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING-EVENING-SUNDAY
ORLANDO, FLORIDA

Nat. Rep. BURKE, KUIPERS & MAHONEY

Coming . . .

Why Airmaid Hosiery Mills' salesmen control 50% of media purchases. There's nothing theoretical about the plan; salesmen don't merely suggest, they actually choose Airmaid's media in their territories.

in Sales Management

. . . soon

High Spot Cities

Retail Sales Forecast for November, 1952

Retail sales in November will probably total \$13.9 billion, for a gain of 4% over last November. The gain would be even higher were it not for the fact that this November has one less selling day than last November. Thus retailing in general is reflecting the slight resurgence noted in the past month. The largest gains now apply to foods, furniture and appliances, women's apparel, and automobiles.

The dollar estimates shown below reflect an important upward revision just made by the Department of Commerce. Beginning in 1951, the measurement of retail sales was broadened to include the sales of outlets that go out of business during the calendar year. Previously, the measurement of sales in the Retail Trade Censuses of 1939 and 1948 was confined to outlets that were in business at the close of the year. The Department of Commerce is not attempting to revise its data prior to 1951, although it estimates that the change in definition

results in a 1.5% gain in total sales. In our chart below it should be understood that a discontinuity exists between December 1950 and January 1951.

Among those states reporting better-than-average performances for this November (as opposed to November 1951) are: Arizona, Connecticut, Florida, Kansas, Kentucky, New York, Oklahoma, Texas, Virginia, and Wyoming.

Leading cities, those with city-national indexes well above average, are: Paducah, Ky. 140.0; Lansing, Mich. 120.5; Casper, Wyo. 118.3; Wichita, Kans. 115.7; Elmira, N. Y. 115.1; Tucson, Ariz. 113.9; Corpus Christi, Tex. 113.8; Newport News, Va. 112.6; Columbia, S. C. 112.2; Albuquerque, N. M. 111.4; Hartford, Conn. 110.9; Riverside, Cal. 110.2; Hutchinson, Kans. 110.1; Augusta, Ga. 109.9; Lubbock, Tex. 109.4; Portsmouth, Va. 109.3; Shreveport, La. 109.3; Pensacola,

Fla. 109.2; Wichita Falls, Tex. 109.0; Hempstead Township, N. Y. 108.8; Norfolk, Va. 108.7.

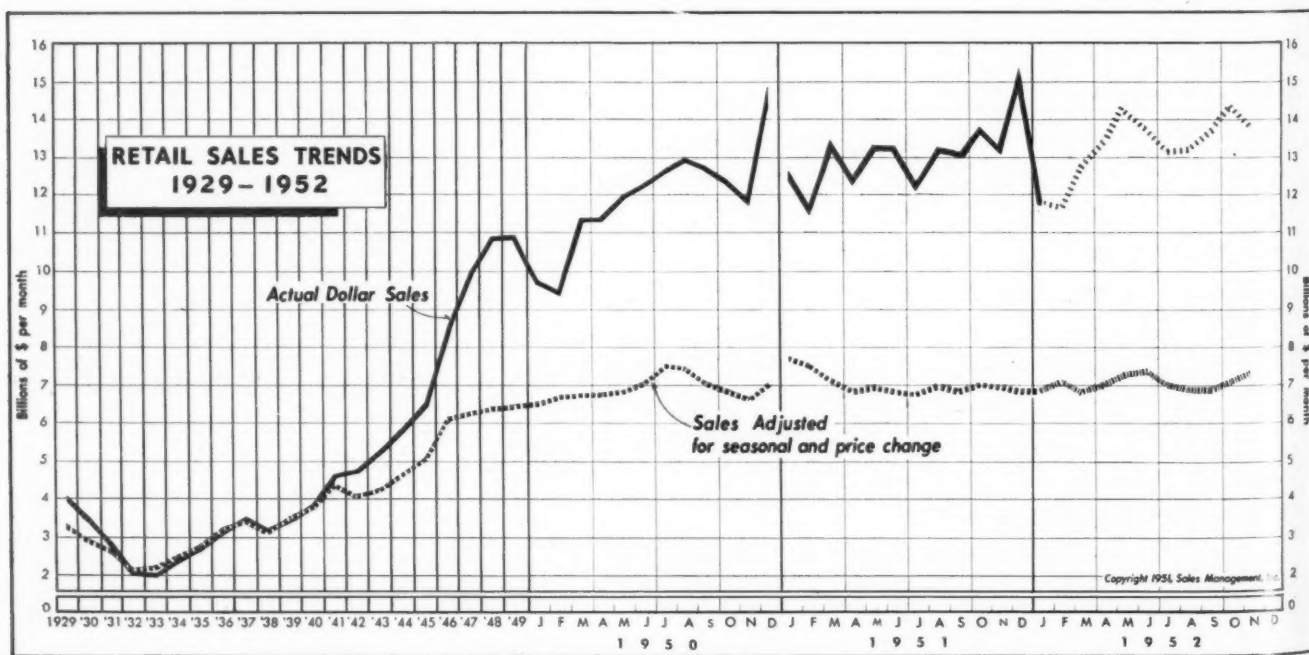
★

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1952 vs. 1951," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.



Retail sales in November will total \$13.9 billion but when adjusted for seasonal influences and price change this volume of sales in terms of 1935-39 dollars amounts to \$7.4 billion. While the

unit volume of sales is still below the peak levels of last year, this marks the seventh month in which both the unit and dollar volume of sales show an increase over the corresponding month of last year.

The third column, "City-National Index, 1952 vs. 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for November, 1952)

City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	November
vs. 1939	vs. 1951	vs. 1951	1952
UNITED STATES			
378.0	104.0	100.0	13,927.00

Alabama

★ Birmingham	424.8	106.2	102.1	37.38
Gadsden	517.3	101.2	97.3	5.69
Mobile	481.2	103.6	99.6	13.04
Montgomery	376.1	103.0	99.0	10.23

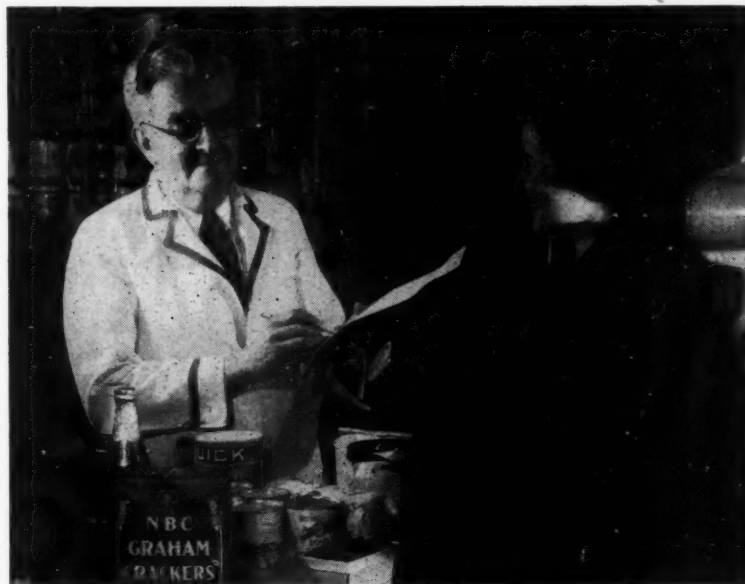
Arizona

★ Phoenix	610.9	109.7	105.5	25.72
★ Tucson	602.4	118.5	113.9	12.53

Arkansas

Fort Smith	436.0	103.7	99.7	6.06
★ Little Rock	422.5	104.1	100.1	15.21

NOVEMBER 1, 1952



In Localnews Dailies the Human Side Takes Over

The accent these days is on the human side in selling. There's a lot of "sell" in letting real neighborliness show through your approach.

In how many phases of selling does the human side take over as naturally ... and effectively ... as in the contacts between Localnews city retailers and their customers? Here the dealer in most cases is a neighbor of his customers and prospects first of all ... a seller afterwards.

No other advertising medium can participate in this friendly relation like the Localnews Daily...where day after day both consumers and dealers look and find news items about themselves and friends in columns adjoining the advertisements.

There's a lot of "sell" in the Localnews approach to your prospects. That's why it's the basic advertising medium.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE

ONE OF NEW ENGLAND'S BEST

The More You Have— The More You Buy

Middletown . . . shopping center for high income families in Middlesex County! Per family income in Middletown is \$7,319—49% above the U.S. average—and Middlesex County's family income of \$6,182 is 25% above average.

In how many markets do *both* city and county income soar so high above the national average?

Middletown has 40% of the county's population, but its position as a mid-state shopping center boosts retail sales to \$38,741,000 . . . 53% of the county's total.

Only The Press covers the Greater Middletown Market—reaches all these high income families as no combination of incoming, non-local papers can.

THE MIDDLETOWN PRESS



Better Buy Biddeford

Biddeford-Saco offers . . .

- . . . high sales volume
- and
- . . . steady purchasing power
- . . . because

top wages and high employment levels allow families to spend freely and confidently every payday.

ONLY The Biddeford Journal can deliver your sales message in this \$29,012,000 retail market.

because

It's the market's only daily, the "family" paper, welcome into 94% of the homes in the Biddeford-Saco area.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES

(S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

California

Bakersfield	385.7	95.6	91.9	11.84
Berkeley	307.9	103.7	99.7	9.30
Fresno	508.3	103.6	99.6	23.84
★ Long Beach	390.5	104.5	100.5	29.44
★ Los Angeles	341.7	105.9	101.8	235.16
★ Oakland	347.4	106.5	102.4	55.24
Pasadena	374.8	101.7	97.8	18.18
★ Riverside	468.6	114.6	110.2	7.17
Sacramento	339.4	102.8	98.8	23.59
★ San Bernardino	457.0	109.9	105.7	10.83
★ San Diego	507.0	109.0	104.8	42.64
★ San Francisco	306.5	105.4	101.3	103.37
★ San Jose	388.7	106.7	102.6	15.78
Santa Barbara	356.1	102.4	98.5	7.30
★ Stockton	401.8	106.6	102.5	13.10
Ventura	375.3	99.8	96.0	3.64

Colorado

Colorado Springs	383.8	101.9	98.0	7.10
Denver	353.9	103.9	99.9	55.39
Pueblo	336.5	101.1	97.2	6.73

Connecticut

★ Bridgeport	362.9	111.8	107.5	23.48
★ Hartford	361.3	115.3	110.9	34.50
★ Middletown	310.5	107.8	103.7	3.26
New Haven	301.0	102.5	98.6	23.12
★ Stamford	400.0	107.4	103.3	9.56
★ Waterbury	326.6	106.4	102.3	12.51

Delaware

★ Wilmington	384.1	104.1	100.1	21.93
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District of Columbia

★ Washington	381.9	105.0	101.0	135.23
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RETAIL SALES

(S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

Florida

★ Jacksonville	416.6	104.5	100.5	27.12
★ Miami	501.2	107.2	103.1	45.46
★ Orlando	459.7	110.9	106.6	10.62
★ Pensacola	432.2	113.6	109.2	6.44
★ St. Petersburg	506.3	108.3	104.1	14.53
★ Tampa	427.2	105.7	101.6	17.30

Georgia

★ Atlanta	376.8	105.8	101.7	57.09
★ Augusta	489.1	114.3	109.9	10.81
★ Columbus	540.4	108.2	104.0	11.24
Macon	397.3	103.8	99.8	8.82
Savannah	363.7	102.9	98.9	11.02

Hawaii

★ Honolulu	353.4	108.7	104.5	25.76
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Idaho

Boise	333.5	97.0	93.3	6.47
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Illinois

★ Bloomington	313.3	105.9	101.8	5.64
★ Champaign-Urbana	365.6	104.7	100.7	8.30
Chicago	312.6	102.6	98.7	416.36
★ Danville	321.6	104.1	100.1	5.50
★ Decatur	317.5	107.1	103.0	9.27
East St. Louis	367.8	100.4	96.5	8.57
★ Moline-Rock Island-E. Moline	349.2	105.7	101.6	11.49
Peoria	285.1	100.2	96.3	15.31
Rockford	375.9	103.8	99.8	14.51
Springfield	324.4	103.1	99.1	11.68

Indiana

Evansville	353.9	100.3	96.4	14.05
Fort Wayne	350.8	103.9	99.9	17.33
Gary	395.5	102.8	98.8	15.07
Indianapolis	355.3	103.1	99.1	58.91
Muncie	319.8	102.0	98.1	6.62
South Bend	421.1	102.3	98.4	17.77
Terre Haute	306.1	99.1	95.3	9.06

Iowa

Cedar Rapids	334.0	101.2	97.3	9.72
Davenport	302.0	101.2	97.3	9.12
Des Moines	301.2	102.6	98.7	21.81
Sioux City	273.7	95.2	91.5	9.47
Waterloo	304.0	100.5	96.6	7.60

... for full
population, sales
and income data
on these cities
see the May 10
SALES

MANAGEMENT
Survey of
Buying Power



SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	Index	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

Kansas

★ Hutchinson	373.9	114.5	110.1	5.31
★ Kansas City	355.0	105.0	101.0	10.97
★ Topeka	341.7	104.3	100.3	9.50
★ Wichita	545.5	120.3	115.7	25.53

Kentucky

Lexington	326.8	103.4	99.4	9.51
★ Louisville	379.7	106.4	102.3	43.74
★ Paducah	357.4	145.6	140.0	6.71

Louisiana

★ Baton Rouge	479.5	105.7	101.6	11.70
★ New Orleans	395.6	107.5	103.4	54.63
★ Shreveport	419.6	113.7	109.3	17.33

Maine

★ Bangor	282.7	107.4	103.3	5.06
Lewiston-Auburn	250.9	97.1	93.4	5.62
★ Portland	248.5	105.8	101.7	10.04

Maryland

★ Baltimore	331.2	104.7	100.7	110.69
★ Cumberland	277.7	104.1	100.1	5.22

Massachusetts

Boston	251.1	98.3	94.5	108.28
Fall River	261.8	95.9	92.2	9.32
Holyoke	308.8	99.3	95.5	5.96
Lawrence	261.0	101.5	97.6	8.22
Lowell	347.1	100.7	96.8	9.44
Lynn	272.1	96.2	92.5	9.93
New Bedford	269.4	95.3	91.6	9.67
★ Pittsfield	304.2	107.5	103.4	6.51
Salem	319.1	98.3	94.5	5.52
★ Springfield	264.5	105.2	101.2	19.50
★ Worcester	322.3	111.0	106.7	26.30

Michigan

★ Battle Creek	407.5	105.1	101.1	8.72
★ Bay City	401.0	104.9	100.9	7.66
Detroit	363.8	96.4	92.7	212.95
Flint	357.3	102.4	98.5	22.55
Grand Rapids	343.6	98.9	95.1	24.40
★ Jackson	348.4	106.4	102.3	8.57
Kalamazoo	344.4	102.9	98.9	10.92
★ Lansing	417.8	125.3	120.5	17.13
★ Muskegon	320.3	109.0	104.8	6.63
★ Pontiac	376.9	107.6	103.5	10.29
Royal Oak-Ferndale	489.0	102.4	98.5	9.34
Saginaw	347.2	98.3	94.5	10.97

Minnesota

Duluth	269.7	97.2	93.5	11.41
Minneapolis	279.7	103.8	99.8	66.23
St. Paul	253.3	100.9	97.0	37.33

RETAIL SALES (S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	Index	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

Mississippi

★ Jackson	452.0	105.6	101.5	10.35
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Missouri

★ Kansas City	389.7	105.5	101.4	77.08
St. Joseph	274.9	98.0	94.2	7.01
St. Louis	312.4	103.2	99.2	97.19
Springfield	386.5	100.7	96.8	8.85

Montana

★ Billings	391.5	107.8	103.7	6.42
Butte	215.4	98.5	94.7	4.76
★ Great Falls	332.4	105.8	101.7	5.95

Nebraska

Lincoln	335.8	103.3	99.3	11.55
Omaha	345.4	99.5	95.7	32.05

Nevada

Reno	343.3	103.2	99.2	6.90
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New Hampshire

Manchester	300.7	103.1	99.1	8.90
Nashua	262.2	101.1	97.2	3.33

New Jersey

Atlantic City	283.9	99.4	95.6	11.13
Camden	335.1	103.9	99.9	14.51
Elizabeth	315.4	100.4	96.5	12.49
Jersey City-Hoboken	264.8	103.7	99.7	26.98

PADUCAH'S

Ridin'
High!



Nation's No. 1 High Spot City.
\$950 million atomic energy plant
going up—plus world's largest
electric power pool.

Nation's greatest gain in bank
clearings during 1951.

Good time to advertise in—

The Paducah Sun-Democrat
26,695 Paducah, Ky. R.O.P.
ABC Color

Burke, Kuipers & Mahoney

Come and get it! ... in Pittsfield

Plates are passed for second helpings . . . tables heaped high with good things to eat . . . larders well-stocked with meat, groceries, vegetables, and fruit.

Pittsfield housewives really *spend*. Per family food sales are \$1,045—\$230 more than the U.S. average . . . tops for all metropolitan areas in the state. Plus food sales are just an index of their all-round buying ability. Person for person Pittsfield buys more retail goods than any metropolitan area in Massachusetts. The Berkshire Eagle is the most important influence on their buying. The only newspaper serving this market, with 100% coverage of the city zone and 70% coverage of the metropolitan area.

THE BERKSHIRE EAGLE PITTSFIELD, MASS.

The Julius Mathews Special Agency, Inc.

Here's Your GUARANTEE!

High income . . . \$234,255,000
PLUS

High retail sales...\$157,941,000

Put these two together and you have undisputed proof of a market well worth cultivating. And Salem is just that . . . Income \$662 above the U.S. average . . . Per family retail sales \$459 above U.S. average.

Here's your guaranteed market—and here's how to sell it. The Salem Evening News is the only daily effectively reaching these high-income, top-spending families that make up the Salem City Zone.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

30,000 people shop in Little Falls!

These families, living in Little Falls and the prosperous surrounding communities and farming areas, push the market's sales to \$29,102,000 . . . for example, per family food sales are \$154 above the U.S. average.

The circulation of the Little Falls Times lays the groundwork for the buying impulses that bring these families into Little Falls stores . . . The Times blankets the entire market area, reaching 75% of the homes with advertising and editorial coverage that creates buying interest and spurs your sales on to new highs.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

High Spot Cities

RETAIL SALES (S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

New Jersey (cont.)

Newark	283.4	102.6	98.7	62.14
Passaic-Clifton	377.2	103.6	99.6	16.03
Paterson	287.5	94.8	91.2	17.42
★ Trenton	304.9	104.6	100.6	17.53

RETAIL SALES (S.M. Forecast for November, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	November
1939	1951	1951	1952

New Mexico

★ Albuquerque	829.3	115.9	111.4	17.00
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New York

★ Albany	341.6	112.2	107.9	22.75
★ Binghamton	298.9	108.3	104.1	11.18
★ Buffalo	334.6	104.8	100.8	73.64
★ Elmira	382.3	119.7	115.1	9.06
★ Hempstead				
Township	664.4	113.2	108.8	69.10
Jamestown	305.9	101.2	97.3	5.66
★ New York	298.3	108.2	104.0	837.55
Niagara Falls	326.6	98.4	94.6	10.19
★ Rochester	278.0	107.3	103.2	41.56
★ Rome	370.5	104.6	100.6	3.89
★ Schenectady	336.5	104.9	100.9	13.26
★ Syracuse	294.4	104.8	100.8	27.44
Troy	287.8	99.0	95.2	8.95
Utica	313.1	101.6	97.7	12.43

North Carolina

Asheville	322.5	103.8	99.8	7.32
Charlotte	485.2	102.6	98.7	20.33
★ Durham	416.4	107.4	103.3	9.12
★ Greensboro	535.1	106.2	102.1	13.11
★ Raleigh	427.2	105.0	101.0	9.57
Salisbury	312.2	99.5	95.7	3.06
★ Wilmington	382.2	107.7	103.6	4.93
★ Winston-Salem	372.0	105.1	101.1	9.56

North Dakota

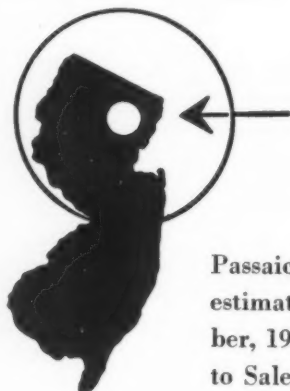
Fargo	309.5	100.2	96.3	5.54
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Ohio

Akron	375.8	102.3	98.4	35.85
Canton	304.8	100.8	96.9	14.05
Cincinnati	296.4	103.6	99.6	60.06
★ Cleveland	326.8	105.2	101.2	120.79
★ Columbus	278.4	107.0	102.9	38.98
★ Dayton	354.7	107.3	103.2	33.20
Mansfield	307.4	101.6	97.7	5.81
★ Springfield	315.2	106.0	101.9	8.51
★ Toledo	327.8	105.0	101.0	37.93
★ Warren	384.3	104.3	100.3	7.34
Youngstown	291.6	100.3	96.4	20.47

Oklahoma

★ Bartlesville	383.3	112.1	107.8	2.76
★ Muskogee	322.1	104.3	100.3	3.64
★ Oklahoma City	359.0	104.2	100.2	28.97
★ Tulsa	414.8	110.7	106.4	24.72



LOOKING FOR AN EXTRA \$1,400,000 in SALES?

Passaic-Clifton's retail volume this month is estimated to be \$1,400,000 greater than November, 1951 . . . an increase of 3.9% . . . according to Sales Management forecasts. No other North Jersey High Spot City tops this percentage increase this month.

The Herald-News . . . with the largest circulation of all Bergen and Passaic County newspapers . . . offers national advertisers a greater opportunity for increased sales than any other North Jersey newspaper.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45th Street, New York 36, N. Y.—Columbus 5-5528

... for full
population, sales
and income data
on these cities
see the May 10
SALES
MANAGEMENT
Survey
Buying Power



SALES MANAGEMENT

No "8 County
Greater
Philadelphia
Area" Sales
Promotion Is
Complete Unless
You Include The
Newspaper
Thoroughly
Covering The
Norristown
Area!

Times Herald

NORRISTOWN, Pa.

Represented Nationally By
The Julius Mathews Special
Agency

The Center Is The Secret!

Over 50,000 people in
Woonsocket — PLUS 51,000
in neighboring area's — look
to Woonsocket as their own
major shopping center. It's
just another reason why the
Woonsocket Call enjoys the
loyal readership, active re-
sponse of these prosperous,
fast-spending people. Why
not get your share of this
rich industrial market? Reach
them, teach them, through
the area's one local daily, the

**WOONSOCKET
CALL**

Representatives: Gilman, Nicoll & Rothman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET

RETAIL SALES (S.M. Forecast for November, 1952)

	City Index	City Index	City Nat'l Index	\$ (Million)
	1952	1952	1952	November
	vs. 1939	vs. 1951	vs. 1951	1952

Oregon

Eugene	484.3	101.9	98.0	7.70
★ Portland	371.0	108.4	104.2	59.88
★ Salem	391.1	107.0	102.9	7.00

Pennsylvania

Allentown	313.8	100.9	97.0	13.40
Altoona	273.0	100.4	96.5	7.67
Bethlehem	418.8	102.8	98.8	8.00
★ Chester	367.5	110.9	106.6	8.49
Erie	388.2	102.8	98.8	16.50
★ Harrisburg	366.1	108.0	103.8	16.18
Johnstown	248.1	98.2	94.4	7.84
Lancaster	305.1	103.0	99.0	9.58
Norristown	302.7	102.8	98.8	4.51
★ Oil City	244.2	104.1	100.1	2.10
Philadelphia ..	320.0	101.6	97.7	215.66
★ Pittsburgh	340.5	107.2	103.1	100.96
Reading	283.2	96.6	92.9	13.65
Scranton	271.9	100.4	96.5	13.46
★ Wilkes-Barre ..	269.9	104.3	100.3	9.85
York	268.4	97.4	93.7	7.06

Rhode Island

Providence	285.2	100.3	96.4	33.06
Woonsocket ...	297.1	93.6	90.0	5.05

South Carolina

★ Charleston	412.1	110.2	106.0	10.55
★ Columbia	466.8	116.7	112.2	13.63
Greenville	411.8	96.7	93.0	9.43
★ Spartanburg ...	510.4	104.9	100.9	8.37

South Dakota

★ Aberdeen	491.6	105.1	101.1	4.08
Sioux Falls ...	320.0	98.8	95.0	6.56

Tennessee

Chattanooga ...	329.7	101.3	97.4	16.19
Knoxville	347.9	93.8	90.2	16.11
Memphis	362.9	97.6	93.8	43.22
★ Nashville	378.1	105.8	101.7	26.73

Texas

★ Amarillo	582.8	111.9	107.6	13.52
★ Austin	394.0	105.2	101.2	13.87
★ Beaumont	455.3	108.3	104.1	12.11
★ Corpus Christi .	686.4	118.4	113.8	19.22
★ Dallas	453.2	104.6	100.6	68.88
★ El Paso	492.4	105.0	101.0	16.94
★ Fort Worth ...	559.7	111.6	107.3	45.78
★ Galveston	343.1	104.3	100.3	7.48
★ Houston	475.6	110.9	106.6	81.13
★ Lubbock	664.9	113.8	109.4	12.30
San Antonio ..	491.9	103.2	99.2	44.57
Waco	513.8	102.0	98.1	11.15
★ Wichita Falls .	449.0	113.4	109.0	9.07

Utah

★ Ogden	407.6	104.8	100.8	6.97
Salt Lake City.	331.4	102.6	98.7	22.07

Vermont

★ Burlington	290.6	106.9	102.8	4.33
Rutland	252.5	98.4	94.6	2.55



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!



The Bethlehem Globe-Times

De Lisser, Inc., national representatives
Rolland L. Adams, President

"Sorry, never heard of it".

That's what happens at the point of sale when you stock the retailer and try to keep your brand alive by advertising from the outside.

They'll know about it, believe in it and buy it when you entrust your printing selling to the ONE paper in this market, the Salisbury POST.

You cannot sell Salisbury-Rowan from the outside. Why break your heart trying it? Welcome!

"1952 BRAND PREFERENCE SURVEY (FOODS) now ready. Write for your FREE copy".



WARD-GRIFFITH COMPANY
Representatives

RETAIL SALES (S.M. Forecast for November, 1952)

City	City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	1952	vs. November 1952
vs. 1939	vs. 1951	vs. 1951		

Virginia

Lynchburg	300.0	99.1	95.3	5.61
★ Newport News	493.4	117.1	112.6	8.19
★ Norfolk	440.6	113.0	108.7	24.63
★ Portsmouth	519.3	113.7	109.3	7.53
★ Richmond	325.4	106.2	102.1	30.98
Roanoke	389.0	102.3	98.4	12.37

Washington

★ Seattle	349.8	107.5	103.4	64.12
★ Spokane	325.8	106.6	102.5	18.80
Tacoma	340.5	99.2	95.4	16.48
Yakima	341.5	101.4	97.5	6.83

West Virginia

★ Charleston	374.5	109.8	105.6	14.42
★ Huntington	349.6	108.2	104.0	9.58
Wheeling	302.9	98.6	94.8	8.48

Wisconsin

Appleton	330.5	101.1	97.2	4.66
Green Bay	298.7	102.1	98.2	6.93
★ Madison	305.6	105.7	101.6	11.92
★ Milwaukee	332.6	105.2	101.2	84.28
★ Racine	387.3	104.8	100.8	9.18
Sheboygan	279.4	97.8	94.0	4.47
Superior	288.4	102.6	98.7	3.72

Wyoming

★ Casper	503.9	123.0	118.3	5.14
★ Cheyenne	384.3	107.2	103.1	4.65

RETAIL SALES (S.M. Forecast for November, 1952)

City	City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	1952	vs. November 1952
vs. 1941	vs. 1951	vs. 1951		

CANADA

329.5	106.0	100.0	960.50
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Alberta

★ Calgary	512.3	127.3	120.1	22.49
★ Edmonton	554.3	114.1	107.6	22.45

British Columbia

★ Vancouver	423.7	108.1	102.0	52.07
★ Victoria	425.1	109.9	103.7	13.22

Manitoba

★ Winnipeg	364.5	108.4	102.3	42.14
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New Brunswick

★ Saint John	245.9	106.5	100.5	5.14
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Nova Scotia

Halifax	304.6	100.7	95.0	13.19
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Ontario

Hamilton	300.1	104.5	98.6	22.12
London	298.2	98.6	93.0	10.08
★ Ottawa	287.8	110.1	103.9	19.86
Toronto	325.8	105.7	99.7	110.30
Windsor	265.9	95.9	90.5	12.07

Quebec

Montreal	314.3	103.7	97.8	104.97
Quebec	329.3	103.1	97.3	17.62

Saskatchewan

★ Regina	398.8	111.4	105.1	12.80
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EXECUTIVE ASSISTANT: SALES

Field Manager with 16 years ethical drug experience desires broader opportunity. Successfully trained and directed field staffs, planned incentive drives, and handled internal sales coordination responsibilities. Pharmaceutical chemist degree. Box 2912 Sales Management.

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for New York area. Good opportunity for young man with some experience who would like to join the staff of a top-flight letter-press house specializing in advertising promotion printing. Salary and bonus. Write for appointment to Box 2910.

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Advertising-Sales Promotion Mgr. with record of results

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One of our clients with world-renowned product and sound organization offers unlimited opportunities to three top-flight men as District Sales Managers. Direct-to-consumer (home-to-home or office-to-office) experience absolutely essential both in selling and management.

Compensation, guaranteed drawing account against full commission, overwrite on sales force and bonus. Retirement plan, group insurance, hospitalization. Car necessary. Must be willing to live in territory. No traveling. 60 to 90 day training period in your present general locality. Some sales force already established and working. Your application will be kept in strictest confidence. Send resume for early interview with company official.

Apply by letter only. Do not phone.

R. O. Archer

Ruthrauff & Ryan, Inc.

360 N. Michigan Avenue, Chicago, Ill.

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SALES EXECUTIVE for two famous national products would like to put his successful management experience and trade contacts behind your product in the Boston-Hartford-Providence area. My record on these two products speaks for itself, and will demonstrate the top-grade job I can do for you. For interview and resume address Box 2914.

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Experienced in executive capacity directing activities of brokers and salesmen. Promotional sales and merchandising follow up with chains, supermarkets, jobbers, etc. Free to travel. Excellent references. Box 2915, Sales Management.

The Scratch Pad

BY T. HARRY THOMPSON

Before week's end, another battle-of-the-century will be history, and people on both teams will be saying: "I didn't really *mean* that you are a horse-thief, a wife-beater, and a pachycephalic slob. It was just campaign oratory. Shake!"

I liked a rhythmic headline on a Proctor & Schwartz half-page in *Fortune*: "First, we dream and then we draw and then we manufacture."

Jim Collins got this native toast from a Yorkshire-born man: "Here's to me, and my wife's husband, not forgetting myself."

HEADLINE PARADE

How to serve the meat of your meeting.—*Jam Handy.*

For men who mind their minutes.—*Capital Airlines.*

In the last *tin* years, we've learned a lot about beer cans.—*Continental Can.*

Jumbo of a jump!—*Modern Romances.*

Capture the rapture.—*Reynolds Aluminum.*

Burma's jingles pound it in . . . Drivers take it on the chin.—*Article in SM.*

FEATURE-EDITOR: Operator in a beauty-parlor.

Idle Query Dep't: How did Ben Franklin ever get his paper kite airborne in a wet and blowy thunderstorm?

Jimmy Duboise says a flying saucer

is "the 1953 model of the Rocket 88. Oldsmobile finally overdid it."

An S&M Lamp Co. sales-bulletin says an American and a Russian were discussing democracy and communism. The American said: "In America, we have such freedom! A man can go right up to the steps of the Capitol and call President Truman a stinker!" The Russian retorted: "We have equal freedom in Russia. A man can go right up to the steps of the Kremlin and call President Truman a stinker, too!"

It's merely one man's opinion, but, if television doesn't come up with something besides panel-shows, it will be out of business.

What ever became of "the Silver-Masked Tenor"?

Gray & Rogers, Philadelphia agency, never has to say: "Our staff knows about this ad." It has the manhood to *sign* its help-wanted advertisements.

Horace Williams, advertising director of Year Book, Chicago, sends a Random House tear-page from *Publishers' Weekly* reading: "The American College Dictionary contains *Chlorophyll*." He quips: "No one can say this dictionary stinks."

Sobering thought: The moon behaves better than *we* do when it's full.

It's rather lengthy, but I felt you might like "The Businessman's Dictionary," by Ed Sherman, in *News & Views*, sent the column by Herb Dickson:

A PROGRAM: Any assignment that can't be completed in one telephone call.

TO EXPEDITE: To confound confusion with commotion.

CHANNELS: The trail left by inter-office memos.

COORDINATOR: The guy who has a desk between two expeditors.

CONSULTANT: Any ordinary guy more than 50 miles from home.

TO ACTIVATE: To make carbons and add more names to memo.

TO IMPLEMENT A PROGRAM: Hire more people and expand the office.

UNDER CONSIDERATION: Never heard of it.

UNDER ACTIVE CONSIDERATION: We're looking in the files for it.

A MEETING: A mass mulling by masterminds.

A CONFERENCE: A place where conversation is substituted for the dreariness of labor and the loneliness of thought.

TO NEGOTIATE: To seek a meeting of minds without a knocking together of heads.

RE-ORIENTATION: Getting used to work again.

RELIABLE SOURCE: The guy you just met.

INFORMED SOURCE: The guy who told the guy you just met.

UNIMPEACHABLE SOURCE: The guy who started the rumor originally.

A CLARIFICATION: To fill in the background with so many details that the foreground goes underground.

WE ARE MAKING A SURVEY: We need more time to think of an answer.

NOTE & INITIAL: Let's spread this responsibility around.

LET'S DISCUSS: Come down to my office; I'm lonesome.

LET'S GET TOGETHER ON THIS: I'm assuming you're as confused as I am.

GIVE US THE BENEFIT OF YOUR THINKING: We'll listen to what you have to say as long as it doesn't interfere with what we've already decided to do.

WILL ADVISE IN DUE COURSE: If we figure it out, we'll let you know.

SPEARHEAD THE ISSUE: You be the goat.

THE ISSUE IS CLOSED: I'm tired of the whole affair.

SALES MANAGEMENT